

DURHAM CULTURAL ROADMAP

From Vision to Implementation

Positioning Arts & Culture as Civic Infrastructure

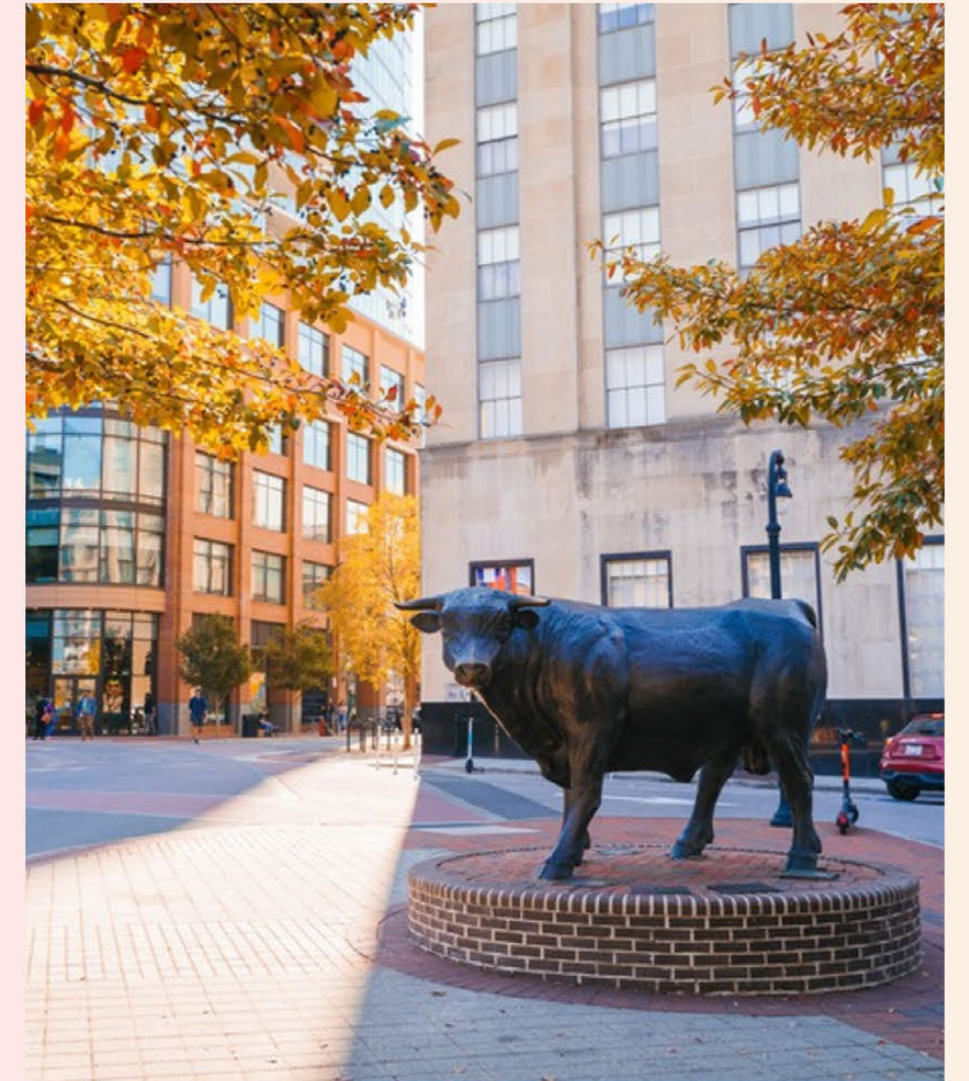


Today's Focus

- Data and community input
- Timeline for implementation
- Budget and investment strategy
- Decision points

Together, these recommendations form a coordinated cultural strategy—one that balances stewardship and innovation, invests in people and infrastructure, and reflects the character and values that make Durham “unmistakably Durham.”

This roadmap provides a clear, phased path forward that builds on existing services while expanding voice.



Why This Matters Now



Artist Credit: Yesterday's Tomorrow by Max Dowdle

- Durham is growing rapidly.
- Cultural spaces are limited.
- Funding systems are fragmented.
- ***Without coordination, impact is limited.***
- ***With coordination, culture stabilizes civic growth.***

Engagement Snapshot



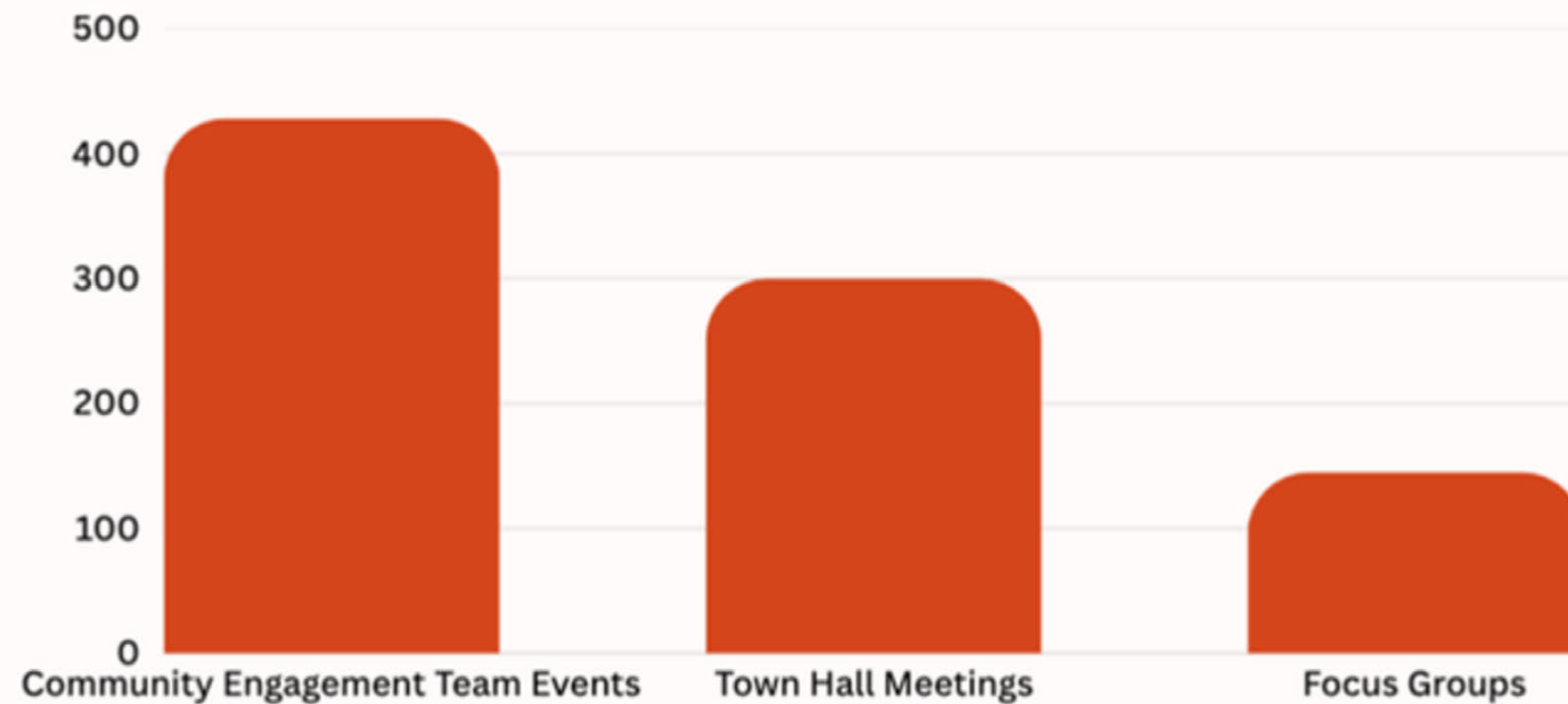
- 3,820 residents engaged since Phase 1 Kickoff
- Phase II Engagement Highlights
 - 3-day visit with 16 organizations
 - 9 meetings with CRPG
 - 145 + participants in 6 Focus Group Discussions
 - 300+ residents in 2 Town Hall Meetings
 - 428 + residents in 6 + events with the Engagement Team
 - 15,010 social media engagement touchpoints

**DURHAM
CULTURAL
ROADMAP**

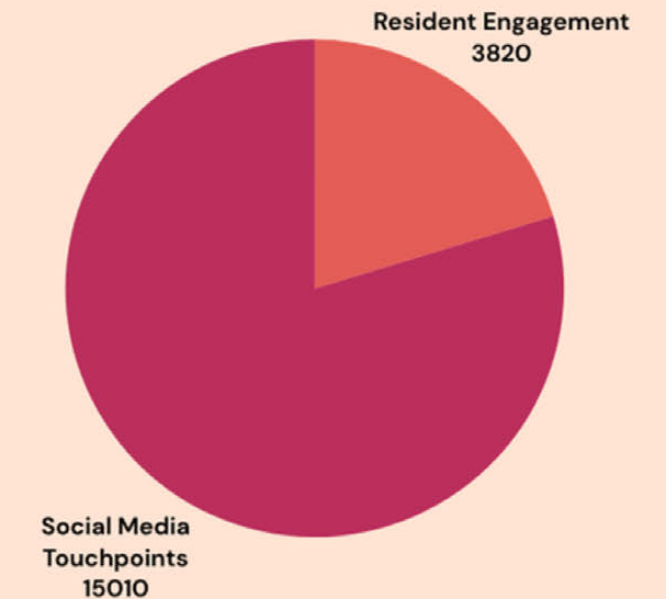
Photo Credit Center & Bottom: R Stein Wexler

Phase II

Engagement Snapshot



ENGAGEMENT SNAPSHOT



Those engaged include arts organizations, corporations, foundations, artists, advocates, community members, government staff, elected officials, public art sector, Durham Arts Council & board and 23 + festival organizers, including producers & venues.

**DURHAM
CULTURAL
ROADMAP**

DURHAM CULTURAL ROADMAP

ARTS & CULTURE PLAN

What does our ARTS COMMUNITY need?

WHY?

ART REFLECTS US!

ART GROWS WITH THE CITY

SPARKS IDEAS

MARGIE REESE, MJR PARTNERS

PROTECT ARTISTS

THRIVING SCENE

LIFT UP OUR CULTURAL HISTORY

ARTS TOWN HALL MAY 24 2025

CITY & COUNTY

art dreams

Keep MAKING art

black community

neuro-divergent

Kids

new residents

welcome

integrated

youth

who is an artist?

POSSIBILITY

speaking & be bold

public sector

ARTIST RESIDENCIES

ART PARADES

WELL-ROUNDED ART SCENE

ARTISTS FULLY SUPPORTED

MUSIC FOR KIDS

FUNK FOR DURHAM

BLUES FESTIVAL

SCULPTURE SHOW

ARTS DESTINATION

DOWNTOWN

ART TIMES SQUARE

SPACE + FUNDING FOR ART

Durham is culture!

Public History

Advocacy moment

THE ARTS

THE CITY

DRAFT PLANS

COUNCIL & COMMISSIONERS VOTE

ADOPT PLAN!

FINISH LINE

structured documentation + marketing

what about the others?

marginalized artists + art forms

protect durham's culture

class analysis

buildings spaces

development that uplifts art

art hubs

WAY FORWARD

implementation

accountability

public

align + co-design

affordable housing

creative spaces

preserve context

connection

partner w/ education

It STARTS with the ARTISTS.

where have we been already?

SUPPORT

artists

policy

funding access

builds systems

collaborative

creates structure

PROCESS

CULTURAL PLANNING VALUES & centers Civic identity.

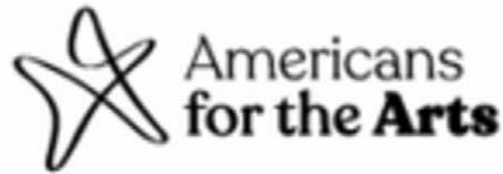
we want

DURHAM ARTISTS

HAYTI HERITAGE CENTER

- Photo Credit: Visual Approach

What the Data Shows



The Economic and Social Impact of Nonprofit Arts and Culture Organizations and Their Audiences in Durham County, NC

Direct Economic Activity	Organizations	Audiences	Total Expenditures
Total Industry Expenditures (FY2022)	\$148,744,106	\$84,315,049	\$233,059,155

Economic Impact of Spending by Arts and Culture Organizations and Their Audiences

Total Economic Impacts (includes direct, indirect, and induced impacts)	Organizations	Audiences	Total Impacts
Employment (Jobs)	2,137	1,109	3,246
Personal Income Paid to Residents	\$94,926,172	\$39,990,059	\$134,916,231
Local Tax Revenue (city and county)	\$1,948,381	\$1,355,507	\$3,303,888
State Tax Revenue	\$1,773,830	\$1,334,054	\$3,107,884
Federal Tax Revenue	\$14,970,785	\$5,759,302	\$20,730,087

What the Data Shows

Event-Related Spending by Arts and Culture Audiences Totaled \$84.3 million

Attendance to Arts and Culture Events	Local ¹ Attendees	Nonlocal ¹ Attendees	All Attendees
Total Attendance to In-Person Events	1,339,326	1,010,369	2,349,695
Percentage of Total Attendance	57.0%	43.0%	100.0%
Average Per Person, Per Event Expenditure	\$29.27	\$44.65	\$35.88
Total Event-Related Expenditures	\$39,202,073	\$45,112,976	\$84,315,049

Nonprofit Arts and Culture Audiences Spend an Average of \$35.88 Per Person, Per Event

Category of Event-Related Expenditure	Local ¹ Attendees	Nonlocal ¹ Attendees	All Attendees
Food and Drink	\$12.36	\$19.42	\$15.39
Retail Shopping	\$4.34	\$5.52	\$4.85
Overnight Lodging (one night only)	\$1.02	\$4.36	\$2.45
Local Transportation	\$2.69	\$5.67	\$3.97
Clothing and Accessories	\$2.91	\$2.88	\$2.90
Groceries and Supplies	\$2.41	\$3.46	\$2.86
Childcare	\$0.45	\$0.90	\$0.65
Other/Miscellaneous	\$3.09	\$2.44	\$2.81
Overall Average Per Person, Per Event	\$29.27	\$44.65	\$35.88

Source: *Arts & Economic Prosperity 6: The Economic and Social Impact Study of Nonprofit Arts and Culture Organizations and Their Audiences in Durham County*. For more information about this study or about other cultural initiatives in Durham County, contact the Durham Arts Council.

Copyright 2023 by Americans for the Arts. To learn more, visit www.AEP6.AmericansForTheArts.org.

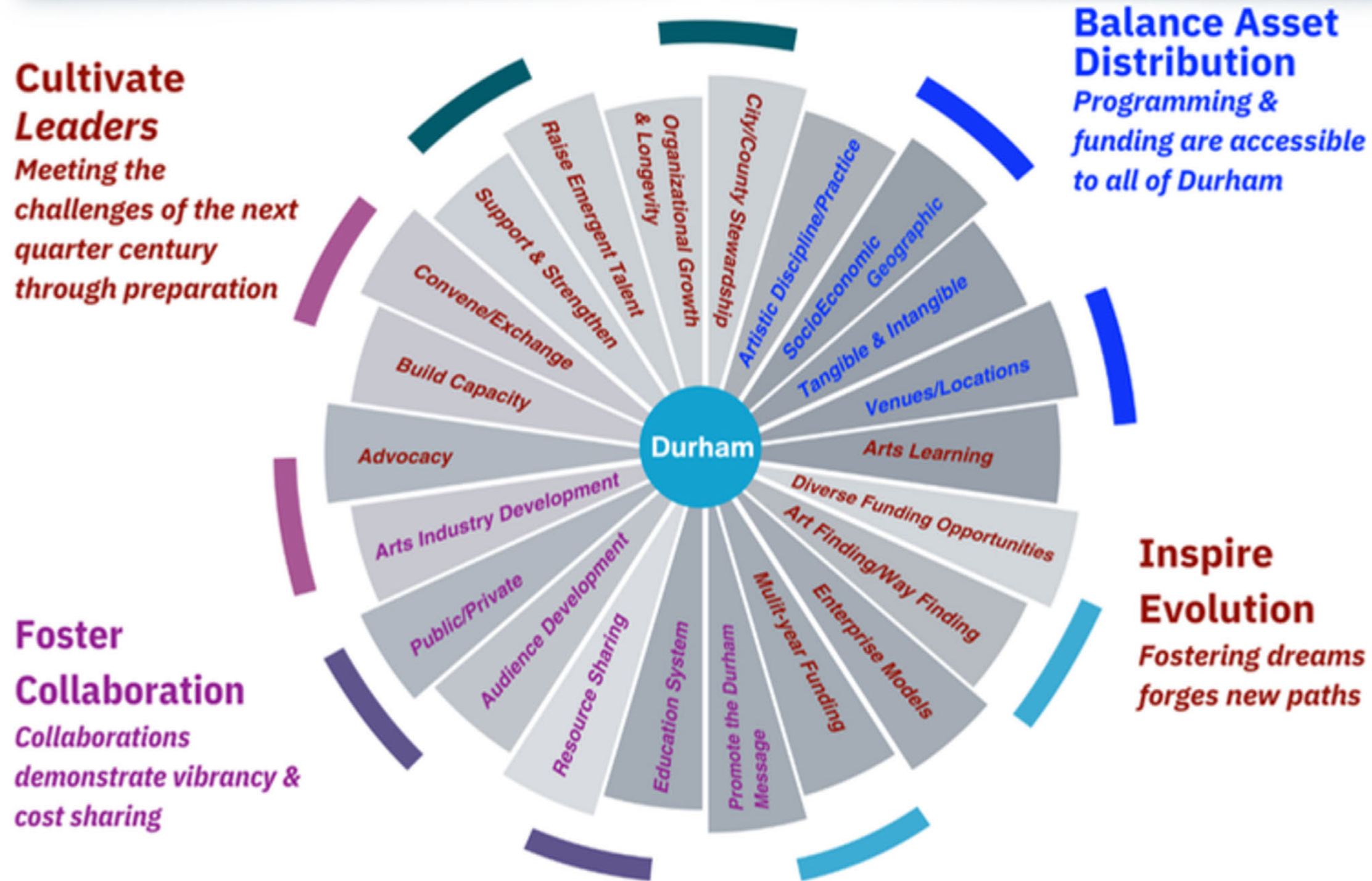


El Futuro, elfuturo-nc.org

Structural Gaps

- Fragmented funding system
- Need investment not one-time grants
- Project-based investment
- Limited/no long-term support
- Equitable Funding Distribution across neighborhoods
- Leadership Development

Four Pillars: Priorities for the design of the Cultural Roadmap



The Cultural Roadmap

- Four pillars
 - Balance Asset Distribution
 - Cultivate Leaders
 - Foster Collaboration
 - Inspire Evolution
- 10 recommendations
 - Provided in appendix
- Key recommendation
 - Establishment and Building of Arts & Culture Management Capacity

City of Durham Cultural & Public Art Program

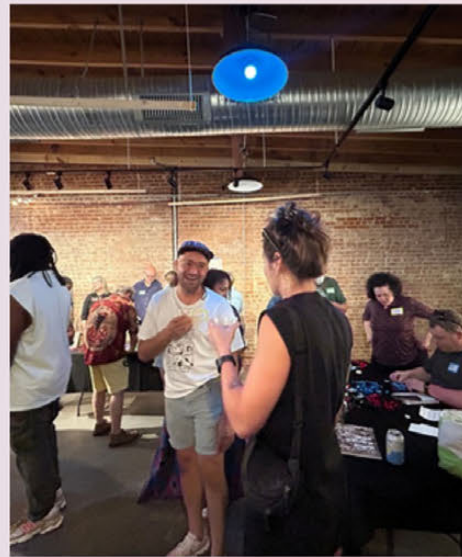
Comparison of Structures

City	Municipal Arts Office	Staff Size	Key Programs	Program Scope
Durham, NC	Cultural & Public Art Program	*3–5 staff – not dedicated	Public art commissions, cultural initiatives, partnerships	Primary focus is project based public art and cultural programs.
Asheville, NC	Arts & Cultural Affairs	6–8 staff	Artist grants, public art, cultural planning, arts promotion	Integrated cultural development and creative economy support
Birmingham, AL	Office of Cultural Affairs	4–6 staff	Cultural grants, public art, neighborhood arts initiatives	Focus on community arts and neighborhood revitalization
Norfolk, VA	Commission on the Arts & Humanities	5–7 staff	Arts grants, public art, arts education partnerships	Municipal grantmaking and cultural advocacy
New Orleans, LA	Mayor's Office of Cultural Economy	5–8 staff	Creative economy initiatives, business support, festivals	Arts integrated with economic development and tourism
	*Currently has 3 Full Time & 2 Temporary Staff			DURHAM CULTURAL ROADMAP

Raleigh North Carolina Structure

	Municipal Arts Office	Staff Size	Key Programs	Program Scope
Raleigh, NC	Arts Commission / Office of Raleigh Arts (City of Raleigh Parks, Recreation and Cultural Resources) Raleigh provides grants to 35+ nonprofit arts partners/organizations Created in 1977	6–10 staff estimated dedicated arts administration + program support	Artist grants, public art commissions, municipal arts planning, community arts access, cultural programming, arts education partnerships	Integrated municipal arts service model with public art, grantmaking, cultural planning, citywide programming, and creative community development Raleigh has built a stable municipal arts delivery system that supports residents, artists, neighborhoods, and economic vitality.

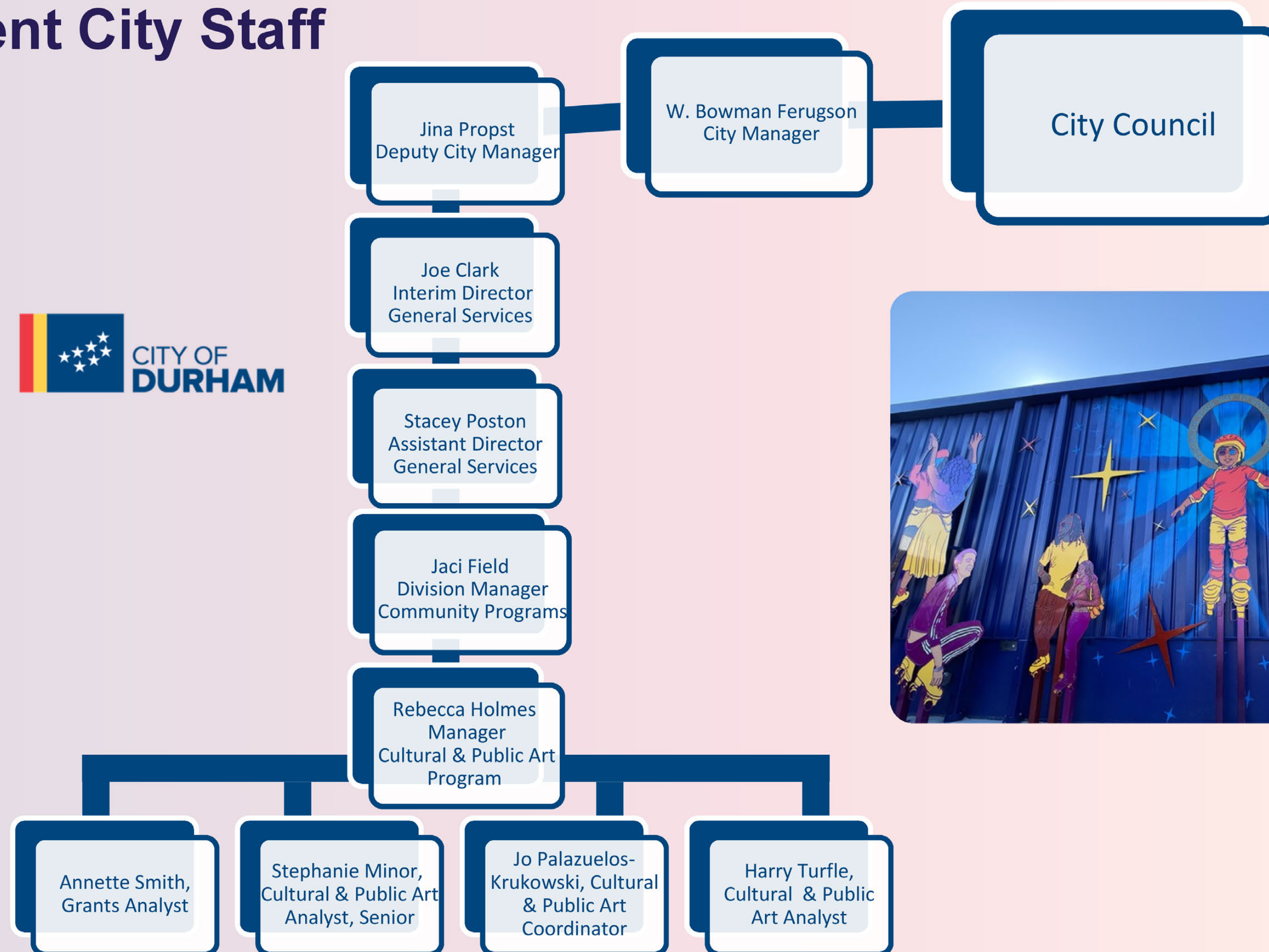
Durham City & County Current Investment & Structure



- The City
 - Currently has 3 Full Time & 2 Temporary Staff
 - Cultural & Public Art Program has operational budget of \$26,200.00
- The County
 - 1 Full Time Public Art; 1 Manager who spends ¼ of time on arts—first role is a construction project manager

Photo Credit: Clockwise from top left: Nori McDuffie, Alyssa Cuffie, R Stein Wexler

Current City Staff



**DURHAM
CULTURAL
ROADMAP**

Current County Staff

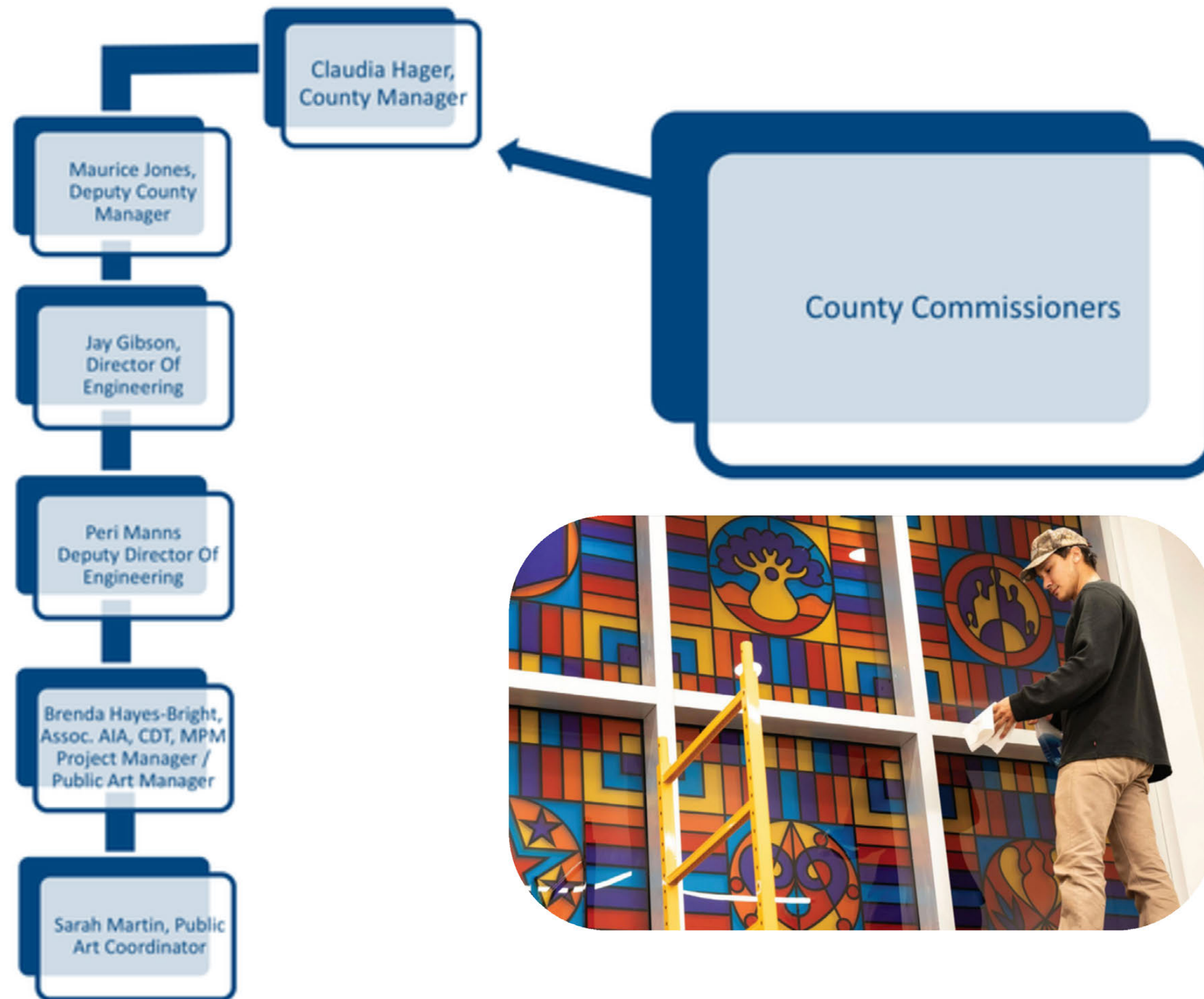


Photo by Angelica Edwards. Artist Credit: Gabriel Eng-Goetz. Durham County Stanford L. Warren Branch Library

**DURHAM
CULTURAL
ROADMAP**

Implementation Timeline



Year 1: Foundation – Adoption & Planning
Recommended spending – maintain current funding



Years 2–3: Implementation - recommended
Year 2: Maintain Year 1 funding and add \$1.5 Million
Year 3: Maintain Year 2 funding and add \$635,000



Years 4–10: Growth and sustainability – To be determined



**DURHAM
CULTURAL
ROADMAP**

Recommendations Year 1



- Maintain current staffing & funding
- DCAB request/advocacy
 - Prepare for roll out of the Cultural Roadmap
 - Engage dedicated staff/contractor to coordinate and plan launch
 - Implement public information campaign
 - Develop job descriptions, grant guidelines, etc.



Artist Credit: Top: Mural of Brother Ray Equart by Claire Alexandre & YouthWorks. Youth Home Murals by Max Dowdle

**DURHAM
CULTURAL
ROADMAP**

Build Management Capacity Year 2

Recommended Investment: \$1.5M

- **Management Capacity Building: \$500K**
- **Program Funding: \$600K–\$700K**
- **System Launch + Infrastructure: \$250K–\$300K**

This is in addition to current funding levels

Recommended Grant Program Categories

Year 2



Neighborhood access grants



Individual artist support



Cultural organization support



Public program contracts



Final allocations refined during implementation

What This Funds in Year 2



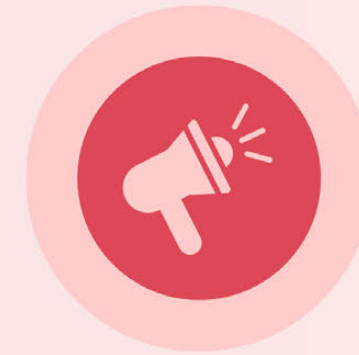
3–4 core grant programs



Public-facing grants portal



Community workshops + technical assistance

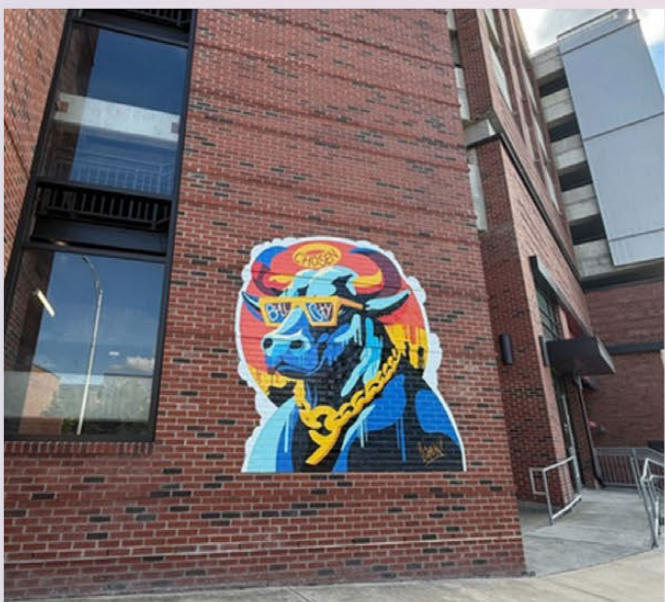
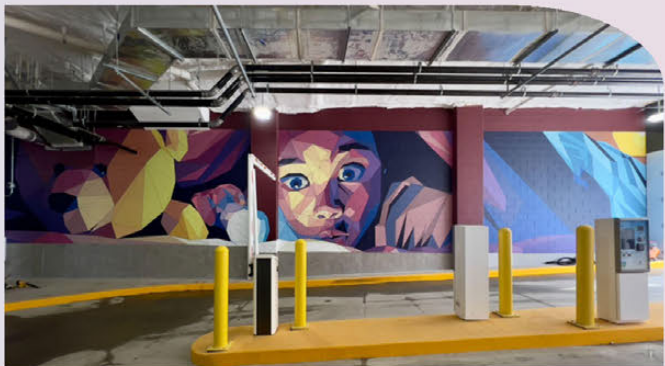


Citywide outreach & communications



Coordinated grant review process

Recommended Budget Year 2

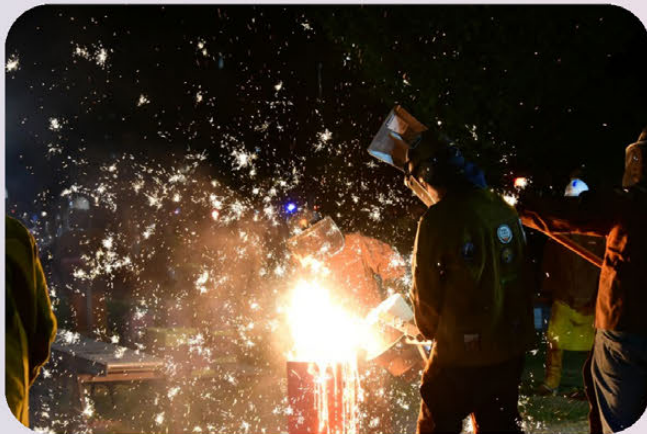


Artist Credit: Top: Art of Anon by Jhonattan and Samantha Arango (County) Bottom: Chaun "Zion" Pierce (City)

Mini Grant Program	\$300,000
Creative Neighborhood (DIY) Projects (11)	\$335,000
Temporary Public Art Initiatives (11)	\$110,000
Public Participation/Panelist Development	\$60,000
Partnerships	\$240,000
City/County Ongoing Responses	\$40,000
Creative Durham Branding Campaign	\$150,000
Build Management Capacity	\$265,000
Total	\$1,500,000

Recommended Investments

Year 3



 **Program expansion: \$635,000**

 **Launch incubator(s)**

 **Planning for arts learning initiative**

 **Increased grant funding**

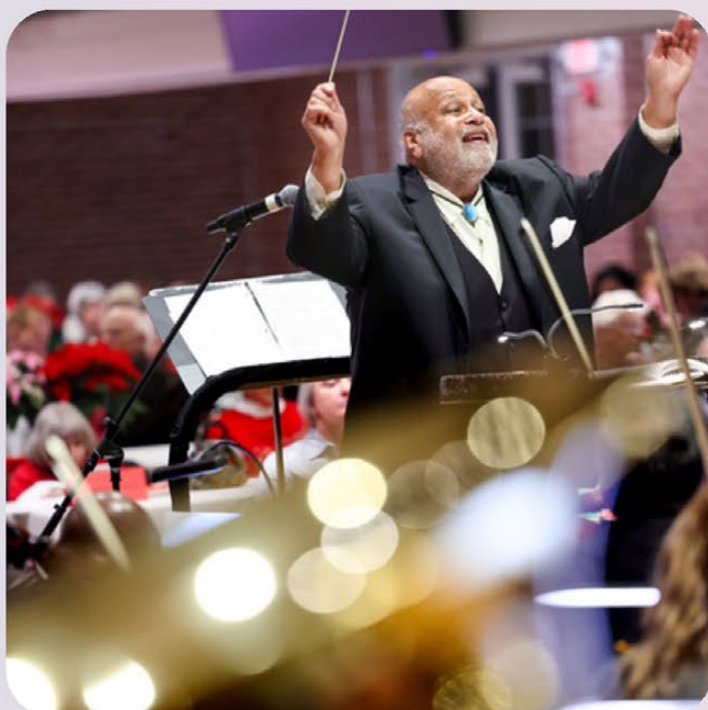
 **Expanded program reach**

 **Evaluation-informed adjustments**

Photo Credit top to bottom: Bloomberg Philanthropy, Our Oasis by Candy Carver. Liberty Arts Iron Pour. Durham County Purple S.T.E.A.M. by Volkan Alkanoglu

**DURHAM
CULTURAL
ROADMAP**

Recommended Budget Year 3



Mini Grant Program	\$309,000
Creative Neighborhood (DIY) Projects (11)	\$345,050
Temporary Public Art Initiative (11)	\$113,300
Public Participation/Panelist Development	\$61,800
Partnerships	\$247,200
City/County Ongoing Responses	\$41,200
Creative Durham Banding Campaign	\$154,500
Legacy Grants (Operating Grants)	\$300,000
Artist Resource Centers (Incubators)	\$200,000
Feasibility Studies: Artist Resource Center/Latino Cultural Center*	\$90,000
Management Capacity Building	\$272,950
Total	\$2,135,000

**DURHAM
CULTURAL
ROADMAP**

Photo Credit: Durham Symphony. Top: HuthPhoto. Bottom: Tom Barta.

What the Public Will Experience



- Expanded and more visible neighborhood cultural activity
- Increased programs for youth
- Stabilization and growth of multiple economic sectors
- Talent retention
- Technical assistance & capacity building

Appendix



Artist Credit: "A Wheely Good Time" by Dare Coulter

**DURHAM
CULTURAL
ROADMAP**

10 Recommendations

1. Build Arts and Culture Management Capacity – Establish dedicated professional capacity to coordinate strategy, steward public investment, and ensure accountability across City and County efforts.
2. Establish a Clear Cultural Investment Framework – Adopt shared principles and definitions that clarify how public cultural resources are allocated, evaluated, and aligned with community goals.
3. Launch and Align Cultural Grantmaking Programs – Deploy coordinated grant programs that move resources into the community in equitable, transparent, and timely ways.
4. Align Cultural Governance and Funding Structures – Reduce fragmentation by clarifying roles, aligning advisory bodies, and coordinating funding systems across City and County

10 Recommendations

5. Create a Structured Arts–Business Partnership Platform – Engage the private sector as long-term partners in cultural vitality, workforce development, and regional identity.
6. Expand Arts Learning and Creative Access Countywide – Ensure equitable access to arts learning and creative opportunities in neighborhoods and community-based settings across Durham County.
7. Expand Artist Workspace and Cultural Production Infrastructure – Support creative production by increasing access to affordable, flexible workspace for visual and performing artists.
8. Cultivate Cultural Leadership and Sector Capacity – Strengthen the people who sustain Durham’s cultural ecosystem through leadership development, professional learning, and public participation.

10 Recommendations

9. Launch a Durham Arts & Culture Incubator (Year Two+) – Create a platform for experimentation, cross-sector collaboration, and innovation aligned with the Cultural Roadmap.

10. Commit to a Phased Cultural Investment and Implementation Horizon (5–10 Years) – Adopt a long-term, sequenced approach to cultural investment that balances urgency, accountability, and sustainability.

Together, these recommendations form a coordinated cultural strategy—one that balances stewardship and innovation, invests in people and infrastructure, and reflects the character and values that make Durham “unmistakably Durham.”