




DEPARTMENT of ECONOMIC DEVELOPMENT

CITY COUNCIL TRANSMITTAL



Rachel Otto, Chief of Staff

Date Received: 7/31/2020
Date sent to Council: 8/3/2020

TO: Salt Lake City Council
Chris Wharton, Chair

DATE: 7/23/2020

FROM: Benjamin Kolendar, Acting Director, Department of Economic Development 

SUBJECT: Cultural Core Year 3 Overview and Year 4 Budget and Plan

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DOCUMENT TYPE: Informational

RECOMMENDATION: n/a

BUDGET IMPACT: n/a

BACKGROUND/DISCUSSION:

In 2010, the City and County of Salt Lake formed a partnership to promote and develop arts and culture in the Cultural Core and established a taxing district to provide a reliable revenue source for a 20-year period. In 2011, a series of community conversations with stakeholders established foundational goals for the plan including creative placemaking - physical development of the district, and Creative programming - marketing, promotions, and audience development. The City and County's Interlocal Agreement for the Cultural Core is governed by a six-member advisory Budget Committee, with direct oversight from City and County staff. A public RFP process resulted in a 5-year contract with Downtown SLC Presents which is active through July 2022. This briefing is a requirement of the Interlocal Agreement.

Of note, due to financial distress due to COVID-19 Salt Lake County was unable to make their financial contribution to the cultural core for year 4 of the plan, and rather dedicated it to Arts & Cultural facilities budget, most of which exist in the core. Rollover funds from both the City and County that are commensurate with the annual contribution exist, allowing the project to continue until the County is able to re-commit funds. This evaluation will occur in December 2020. The contract is currently being amended with attorneys from both City and County to reflect this change. Additionally, the structure of the committee has been re-structured to reflect a co-chair model where City and County chair representation is equal during this transitional period.



SLCRDA



BUSINESS
DEVELOPMENT

3 YEAR PERFORMANCE AND YEAR 4 PLAN

The Cultural Core Budget Committee has reviewed and approved the plans and budget for Year Four of the Cultural Core Initiative which is part of the approved FY21 budget. This contract recently transitioned management in January 2020 to the Arts Division/Salt Lake City Arts Council, rather than the Mayor's Office. Below is an executive summary of year-3 performance and year-4 plans.

The Cultural Core Budget Committee has reviewed and approved the plans and budget for Year Four of the Cultural Core Initiative. Below is an executive summary of year-3 performance and year-4 plans.

YEAR-3: July 1, 2019 through June 30, 2020

THE BLOCKS continued to invest in marketing and promoting arts and culture programming in the cultural core. These efforts resulted in consistent growth of public awareness of cultural offerings and THE BLOCKS programming.

Success was validated with data collected through our website, media partners and social media channels as well as feedback from the creative community, the Cultural Core Arts Advisory Committee, venues, and yearly benchmark survey.

THE BLOCKS achieved more than 24,000,000 total campaign impressions with blogs, website traffic, social media content and ads on mobile, video, radio, and outdoor platforms.

They increased website traffic year-over-year by 65%, increased new users by 66%, and total user sessions by 104%.

Targeted campaigns such as our Stay & Play campaign deployed in Utah, Idaho and Wyoming drove a 300% increase in website traffic during the third quarter of the 2019/2020 fiscal year.

THE BLOCKS invested in placemaking to reinforce downtown as the cultural core of the intermountain west. They launched THE BLOCKS Public Art and Mural Trail app with videos, photos and artist information on over 60 pieces of public art and murals within THE BLOCKS. They invested in street pole banners to promote organizations producing programming within the cultural core.

In Main Street Kiosks they advertised for more than 40 events, programs and arts organizations. This provided over \$80,000 in advertising value to these groups at no charge. They also provided \$66,000 in direct artist support to 76 artists, makers, and creators creating content downtown. This represents a 168% increase in direct artist support over the previous year.

They continued their outreach and engagement with arts and culture stakeholders and identified needs within the creative community so that they may provide targeted marketing and promotion. This outreach also enabled them to shore up their physical assets so that programmers and organizations have the needed materials to produce events and programs. These assets help to offset costs related to their programs and events. They are especially excited about a new activation platform for our box truck that will enable new programming throughout the core.

They expanded our collaborations with arts groups and THE BLOCKS presence at events with

more than 50 events during year three. Their outreach and engagement have seen a consistent increase in inquiries and requests for support.

Year-4: July 1, 2020 through June 30, 2021

Though programming within Salt Lake's Cultural Core has been significantly impacted due to COVID-19, continued investment in the individuals, organizations, and venues programming in the core is paramount. Not only is it vital to the creative community and the substantial legacy of world class offerings, it is crucial to the economic vibrancy of our City, County, and entire state. The creative community is resilient and continues to innovate and find impactful and meaningful ways to ensure the rich artistic and cultural heritage of Salt Lake City is maintained. These efforts can and will be supported by THE BLOCKS in year 4 and beyond. Due to the pandemic, THE BLOCKS recognizes the ever changing parameters that they must work within, but can and will continue to reach audiences throughout Salt Lake County, strengthen our brand, grow our impact, and bring people to the cultural core to experience all that it has to offer.

In year 4 THE BLOCKS will focus on promoting existing arts organizations' programming and investing in placemaking throughout the cultural core. Their marketing and promotion strategies will continue to target audiences across the County, State, and Intermountain west to drive audiences to the cultural core. THE BLOCKS will work closely with the creative community to advise best practices during the pandemic. As more and more organizations pivot to online content and virtual programming they will continue to invest in photographic and video assets. This will ensure not only a rich asset bank for use in our ongoing promotions and marketing campaigns but will help THE BLOCKS and the creative community have a greater online presence.

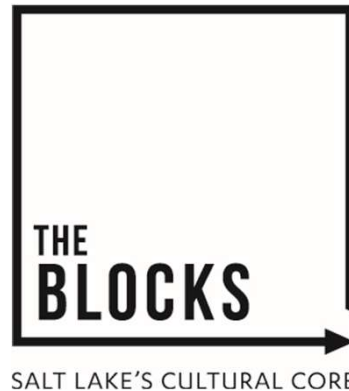
Programmatic expenses are focused on supplementing existing arts organization programming, working closely with arts organizations and local health departments to reimagine programming, audience development and providing opportunities for our creative community to program through the continuation of various placemaking projects and strategic deployments of the BLOCKS Truck and assets. A significant investment, both in marketing and programming, will be allocated to reactivation projects with an emphasis on placemaking. Given the impact of COVID-19 and the required safety measures needed, they are well positioned to support innovative and reimagined projects that take place outdoors and/or accomplish social distancing.

The work completed, investments made and overall impact in year three of THE BLOCKS have had great support from our creative community stakeholders, Cultural Core Budget Committee Representatives, downtown businesses and audiences. THE BLOCKS reach, brand awareness, and overall impact continues to grow, and the implementation of the Cultural Core Master Plan is on target. The partnerships that have been forged will continue to strengthen and grow, creating exciting opportunities for Arts and Culture to flourish and guide THE BLOCKS over the coming years.

Attachments:

- Year 3 Overview & Year 4 Budget & Plan
- Year 4 Proposed Budget

Cultural Core Year 3 Overview & Year 4 Budget and Plan



Year 4 Cultural Core Operating Budget \$534,000

Personnel and Overhead Expenses \$214,000

Marketing and Promotion Expenses \$195,000

Programming Expenses \$125,000

***The Cultural Core Budget Committee has reviewed and approved the plans and budget for Year Four of the Cultural Core Initiative.**

Personnel and Overhead Expenses \$214,000

PROGRAM DEVELOPMENT & ARTS GROUP ENGAGEMENT: 47%
(Planning, placemaking, events operations)

PROMOTIONS: 33%
(Advertising, Website, social media, ad agency management)

ADMINISTRATION: 20%
(Accounting, budget preparation, meeting management, compliance and contractor management)

Marketing and Promotion Expenses \$195,000

Program Advertising \$100,500

**Display and mobile ads, social media, broadcast media,
outdoor/transit advertising**

Content Production \$94,500

**Photographic and Video assets
Benchmark Report and Research Survey**



THE
BLOCKS

EXCELLENCE IN THE COMMUNITY
presents **WOMEN'S MONTH**
FREE CONCERTS
AT GALLIVAN CENTER
Wednesdays through March

THEBLOCKSSLC.COM

[LEARN MORE](#)



THE
BLOCKS

BLACK HISTORY MONTH
CJ DRISDOM QUINTET
AT THE GALLIVAN CENTER
February 26

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**WOMEN
ROCK™**

THE
BLOCKS

UTAH SYMPHONY
presents **WOMEN ROCK**
AT ABRAVANEL HALL

February 14–15

THEBLOCKSSLC.COM

[LEARN MORE](#)



THE
BLOCKS

REPERTORY DANCE THEATRE
presents **RING AROUND THE ROSE**
AT ROSE WAGNER
February 8

THEBLOCKSSLC.COM

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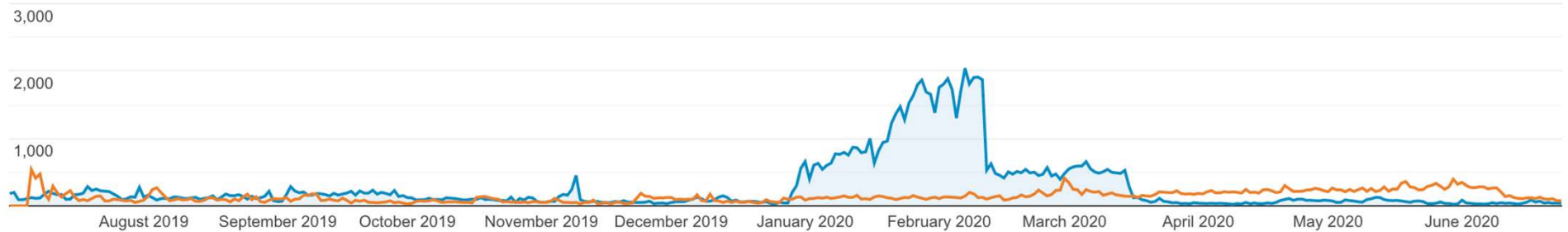
24,310,137 Campaign Impressions (Year 3)



Website Metrics

Jul 1, 2019 - Jun 24, 2020: ● Users

Jul 6, 2018 - Jun 30, 2019: ● Users



Users

66.38%

70,403 vs 42,315



New Users

65.97%

70,250 vs 42,328





Sessions

104.58%

113,804 vs 55,627





STAY - & - PLAY

THEBLOCKSSLC.COM


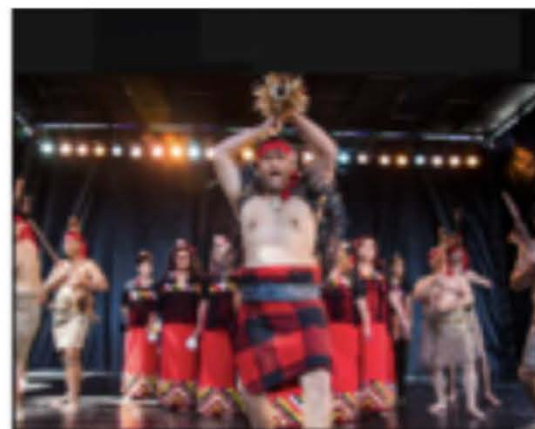
GET HOTEL DEALS



STAY - & - PLAY

THEBLOCKSSLC.COM

GET HOTEL DEALS



**STAY
- & -
PLAY**

THEBLOCKSSLC.COM

GET HOTEL DEALS







WHAT'S HAPPENING
DOWNTOWN?

THEBLOCKSSLC.COM

11002W

YESCO

4,736,690 Radio Impressions

Radio Ads drove an 18.5% lift in website traffic



Programmatic Expenses \$125,000

EVENTS: \$21,500

NBA Playoffs 2021, Flash Mobs, Last Hurrah, Urban Plein Air

PROGRAMS: \$32,500

Main Street Kiosks and Outdoor Exhibition Gallery, Supplemental Support for Artists and Arts Groups, Artist Payment Assistance Fund

PROJECTS: \$56,400

Reactivation Projects-Emphasis on Placemaking, Public Art and Mural Trail, Busker/Spontaneous Activation, KUAA Partnership, Social Antidote Partnership

ADDITIONAL SPENDING: \$14,600

THE BLOCKS Truck, Cube Activations, Supplies

PLACEMAKING INITIATIVES



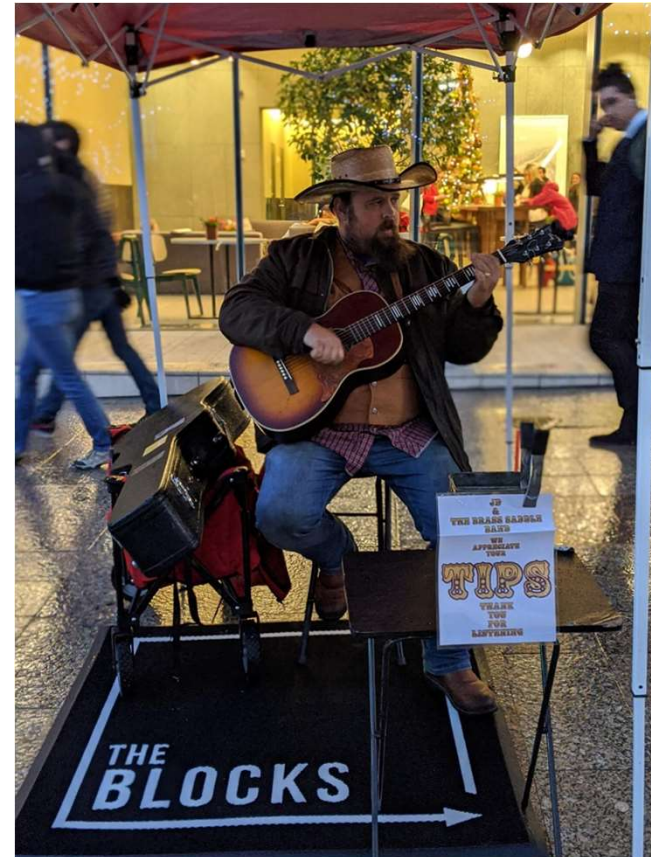
Spontaneous Activation

Y3 Overview

- Supported 100+ busker performances

Y4 VISION

- Increase spontaneous performances
- Install Busker markers
- Socially distanced performance option



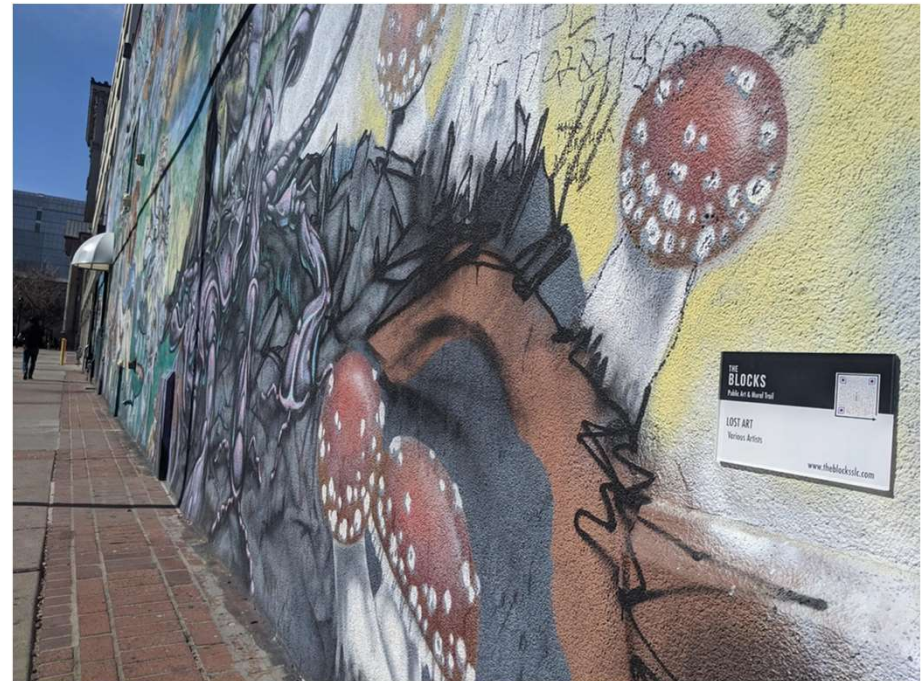
Launched Public Art and Mural Trail

Y3 Overview

- 65 works featured on the app
- 40 plaques installed

Y4 VISION

- Complete installation
- Add new works
- Increase awareness



Main Street Kiosks

Y3 Overview

- Advertised 40+ organizations, events, and programs = \$80,000 in advertising value

Y4 VISION

- Resume promotion as performance reactivation takes place
- Outdoor Exhibition Gallery



Direct Artist Support

Y3 Overview

- \$66,000 in direct payments to 76 artists and start-up arts groups

Y4 VISION

- Increase direct support to 100+ artists and arts groups



Urban Plein Air



Last Hurrah



NBA Playoffs



Y4: Reimagining Arts and Culture Offerings

THE BLOCKS Radio Hour on KUAA

Live, weekly radio show featuring a diverse mix of local artists, musicians, makers and creators. Hosted by Bad Brad Wheeler



THE BLOCKS truck



Y4 Challenge: Navigating Beyond the Pandemic



Year-Four Cultural Core Operating Budget \$534,000

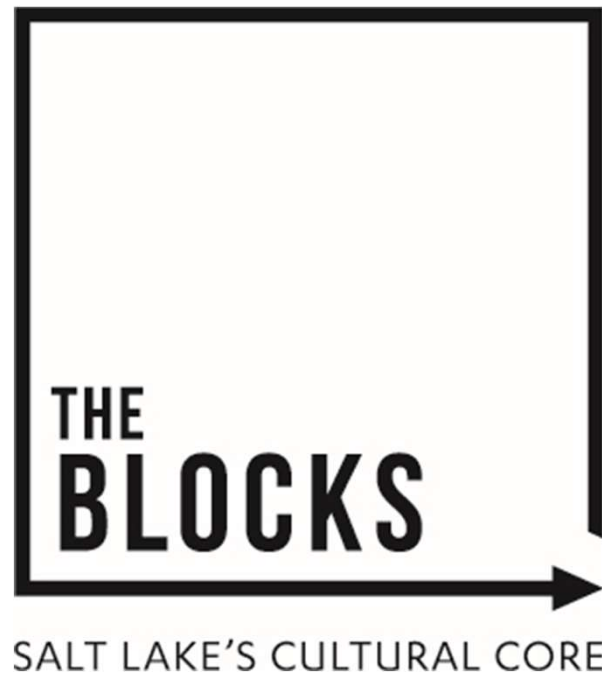
Personnel and Overhead Expenses \$214,000

Marketing and Promotion Expenses \$195,000

Programming Expenses \$125,000

***The Cultural Core Budget Committee has reviewed and approved the plans and budget for Year-Four of the Cultural Core Initiative.**

QUESTIONS?





Cultural Core Action Plan Implementation and Management Services Contract No. 08-1-17-9279

Downtown SLC Presents Year Four Contractor Services for: July 1, 2020 - June 30, 2021

TOTAL DISBURSEMENT REQUEST: \$250,000 Salt Lake City

YEAR 3 CARRYOVER: \$284,000 (Salt Lake City and Salt Lake County)

APPROVED YEAR-4 BUDGET: \$534,000

PERSONNEL & OVERHEAD EXPENSES: \$214,000

Staff salaries and wages are for program development, placemaking, arts group engagement, promotions, and administration.

PROGRAM DEVELOPMENT & ARTS GROUP ENGAGEMENT: 47%
(Planning, placemaking, events operations)

PROMOTIONS: 33%
(Advertising, Website, social media, ad agency management)

ADMINISTRATION: 20%
(Accounting, budget preparation, meeting management, compliance and contractor management)

MARKETING & PROMOTION EXPENSES: \$195,000

Marketing expenses July 1, 2020 - June 30, 2021 are focused on promoting existing arts organization programming through the continuation of digital, broadcast, print, environmental and outdoor/transit advertising. The continuation of an innovative arts coverage program is also planned and budgeted. There are also investments for the continuation of capturing photographic and video assets to build a rich asset bank for use in our ongoing promotions and marketing campaigns.

PROGRAM ADVERTISING:

- A. Digital Advertising (Display & Mobile) - \$40,000
- B. Social Media - \$8,000
- C. Reactivation Projects-Emphasis on Placemaking - \$12,500
- D. Broadcast Media - \$10,000
- E. Outdoor/Transit Advertising - \$10,000
- F. Arts Coverage: Previews, Reviews and Articles - \$20,000

CONTENT PRODUCTION:

- G. Photographic and Video assets - \$22,500

- a. \$12,500 earmarked for Reactivation Projects-Emphasis on Placemaking
- H. Benchmark Report and Research Survey - \$12,000
- I. Agency Fees - \$60,000

PROGRAMMATIC EXPENSES: \$125,000

Programmatic expenses July 1, 2020 - June 30, 2021 are focused on supplementing existing arts organization programming and audience development and providing opportunities for our creative community to program in THE BLOCKS. Funding for direct artist payments and interactions are prioritized.

EVENTS: \$21,500.00

- A. NBA Playoffs 2021
- B. Flash Mob
- C. Last Hurrah
- D. Urban Plein Air

PROGRAMS: \$32,500.00

- A. Main Street Kiosks
- B. Supplemental Support for Artists and Arts Groups
- C. Artist Payment Assistance Fund

PROJECTS: \$56,400.00

- A. Reactivation Projects-Emphasis on Placemaking
- B. Public Art and Mural Trail
- C. Busker/Spontaneous Activation
- D. KUAA Partnership
- E. Social Antidote Partnership

OTHER SPENDING: \$14,600.00

- A. THE BLOCKS Truck
- B. Cube Activations
- C. Other expenses