

STATE OF NYC DANCE 2023

Dance Industry Census:
Taking Action

ACCESSIBILITY & INTERACTIVE FEATURES

This document is designed with a number of features to optimize accessibility for low-vision scenarios and electronic screen readers. In addition, interactive elements have been added to aid all readers.

Digital Accessibility

- PDF/UA-1 standard tags are used which have been tested to work best with modern screen readers in Adobe Acrobat. [Tips and keyboard shortcuts for navigating Acrobat with a screen reader](#)
- The layout has been designed with threaded text frames to maintain a linear flow for screen readers.
- Emphasized text nested inside the body is indicated with [square brackets] for screen reader users.
- Heading tags are used hierarchically:
H1 = page title
H2 = page subhead
H3 = body head
H4 = body subhead
- Body text is tagged as P.
- Bullets are set automatically for easier navigation using screen readers.
- Alt text metadata has been added to describe complicated layouts or images.
- Page numbers and decorative elements are tagged as artifacts.

Visual Accessibility

- Headings and body introductions are set at 21 points, which is considered large print by the American Printing House for the Blind (APH).
- Body text is set at 16 points, which is considered enlarged by the APH.
- Infographic labels are set in heavier weights to increase readability.
- High contrast has been maintained by using black body text.
- Low contrast colors have been avoided for essential text and figures.
- Ample white space has been applied (to page margins and line spacing) to make pages more readable by providing contrast to the print and creating luminance around the text.

Interactivity

- Hyperlinks to external webpages or external documents have been added. Hyperlinks are called out with an underline and accent color.

TAKING ACTION

To build thriving, Our New York City Dance will require change on three levels:

- the ground level with regards to individuals and entities;
- the sectoral level across the dance and arts industries; and
- the systemic level across broader societal issues that impact all industries and workers.

[The dance industry must work across stakeholders to advance its vision for the future through a series of actions that address its obstacles and create the future we hope for—one that is focused on tenets of thriving, sustainability, equity, and justice.]

As we move forward, we must continue to acknowledge the environment in which we are working. White supremacy and capitalism are the undergirdings that affect present-day life in the United States.

We must consider the country's relationship to art and culture, its relationship to work and production, and the ways in which it does or does not value, personify, serve, and protect people and entities. Most importantly, we need to name the pivotal nature of this moment for dance. While many industries have stabilized since the start of the pandemic, the arts are experiencing a different phase of life given:

1. the discontinuation of pandemic relief funds,
2. declining private sector revenue, and
3. increased costs due to inflation and other factors.^{footnote}

This work, and the resulting change, is more critical now than ever before.

Footnote: "Theater never recovered from COVID—and now change is no longer a choice," last modified Feb. 6, 2023, [npr.org/2023/02/06/1153453450/oregon-shakespeare-control-group-productions-west-village-co-op-theater](https://www.npr.org/2023/02/06/1153453450/oregon-shakespeare-control-group-productions-west-village-co-op-theater)

Footnote: "How badly Washington's once-thriving arts-and-culture sector was hit by the pandemic," last modified Jan. 23, 2022, [seattletimes.com/entertainment/heres-how-badly-the-pandemic-hurt-washington-arts-and-some-ways-the-sector-can-recover](https://www.seattletimes.com/entertainment/heres-how-badly-the-pandemic-hurt-washington-arts-and-some-ways-the-sector-can-recover)

Footnote: Mukai, Reina. 2022. Arts Funding Snapshot: GIA's Annual Research on Support for Arts and Culture. Grantmakers in the Arts.

Footnote: "Louisville Ballet's Road to Post-Pandemic Recovery," last modified Oct. 16, 2023, [pointemagazine.com/louisville-ballet-post-pandemic-recovery](https://www.pointemagazine.com/louisville-ballet-post-pandemic-recovery)

IMPACT AREAS

There are seven key impact areas where actions should be focused to support, thriving, sustainability, justice, and equity in Our New York City Dance.

- Legislation & Policy
- Financial Inclusion
- Models & Frameworks
- Well-Being & Quality of Life
- Education
- Knowledge & Resource Sharing
- Systems Change

Strategies & Action Items

Specific strategies and related actions have been identified within each impact area and are detailed in the pages that follow. Some actions are unique to this study, culled from data, roundtable discussions, and Task Force and Advisory Group feedback, identified by the initials "DIC." Others were initially identified in previous research studies and have remained relevant today, identified by the abbreviations listed below. These previously identified actions were not advanced due to lack of funding, stakeholder inaction, and/or pandemic-related pauses or otherwise.

Each action cites at least one Dance/NYC research study in which the action was first named. The following is a complete list of these studies and their corresponding abbreviations:

SOD 2016: [State of NYC Dance & Workforce Demographics 2016](#)

FSP: [2017 Advancing Fiscally Sponsored Artists & Arts Projects](#)

FSD: [2017 Advancing Fiscally Sponsored Dance Artists & Projects](#)

SBDM: [2020 Defining "Small-Budget" Dance Makers in a Changing Dance Ecology](#)

CDI: [2021 Coronavirus Dance Impact Information Brief: A Dance Sector in Peril](#)

DIC: *State of New York City Dance 2023: Findings from the Dance Industry Census*

Stakeholders

Regardless of role, everyone who touches the dance industry must contribute and take action to advance the future of Our New York City Dance. However, a series of key stakeholders are best positioned to advance specific actions given their values, power, resources, communications infrastructure, and/or community accountability practices. Key stakeholder groups are outlined below, and groups with a specific ability to take action are identified within each impact area.

INDIVIDUALS

- **[Dance Makers]:** People who make or facilitate the making and sharing of dance work, including dancers, choreographers, administrators, etc.
- **[Artistic Leads & Entity Leadership]:** Executive and/or artistic leadership of organized entities who provide oversight and make decisions about operations, programs, and services.
- **[Educators & Educational Leadership]:** People who teach, lead the creation of teaching materials, shape curriculum, and/or create standards of learning at all levels.
- **[Government Policymakers]:** Individuals who formulate and implement policy and plans.
- **[Elected Officials]:** Public representatives who vote on policy and laws that impact dance and its workers.
- **[Program Officers, Donor Advised Fund Managers & Donors]:** Individuals making determinations on how to distribute funds, create and run programs, and otherwise invest directly in the dance industry and its workers.

ENTITIES

- **[Small Dance Entities]:** Dance organizations and businesses with limited (and sometimes no) access to resources, focused on producing dance work or providing production, archival, or other services to dance on a community or scaled level with high reliance on volunteer labor, individual donors, and in-kind contributions.
- **[Mid-sized Dance Entities]:** Dance organizations and businesses who are established in terms of level and/or consistency of programs, services and/or resources, regularly employ and/or contract a set of workers and consistently garner income.
- **[Large Dance Entities]:** Well-resourced dance entities who leverage larger work forces, resources, public visibility, and/or audiences. Because of the size of their footprint, their impact is scalable and many are able to engage larger stakeholders within and outside of the arts.
- **[Educational Institutions]:** Licensed entities that provide dance education to students.
- **[Dance Service Providers]:** Entities that operate in service to dance and individual dance makers, including but not limited to arts service organizations and fiscal sponsors.
- **[Public Agencies]:** Government agencies who provide financial support for the making and sharing of dance; for example, New York City Department of Cultural Affairs and the New York State Council on the Arts.
- **[Private Philanthropies]:** Entities who provide financial support for the making and sharing of dance.

IMPACT AREA 1

Legislation & Policy

Build public awareness and galvanize support for change around key issues that impact the sustainability and health of the dance industry, including the centering of individual and collective well-being.

Legislative and policy strategies are focused on advocacy, lobbying, and community organizing to build public awareness, principally at a government level, in support of the sustainability and health of the dance industry, its entities, and its people.

Stakeholders with Leverage

Individuals:

- Government Policymakers
- Elected Officials
- Program Officers, Donor Advised Fund Managers & Donors
- Dance Makers
- Artistic Leads & Entity Leadership

Entities:

- Public Agencies
- Dance Service Providers
- Private Philanthropies
- Large Dance Entities

STRATEGY

Advocacy

Build public understanding and cross-sectoral support for dance as a common good by communicating its value, challenges, benefits, innerworkings, and depth of impact on individuals, economy, and quality-of-life measures.

STRATEGY

Lobbying

Organize and empower entities and people to influence legislation that positively impacts and reduces burdens on the arts sector and its workers, such as fair wages, use of alternative business structures, tax law changes, unemployment insurance changes, arts education access, and other government resources and support.

STRATEGY

Dance Community Organizing

Mobilize and empower the dance industry to advocate for individuals, entities, and industry-wide sustainability.

IMPACT AREA 1

Legislation
& Policy

STRATEGY

Advocacy

Build public understanding and cross-sectoral support for dance as a common good by communicating its value, challenges, benefits, innerworkings, and depth of impact on individuals, economy, and quality-of-life measures.

ACTIONS

Advocacy: Public Understanding

- Design and implement a broad communications campaign, including the development and dissemination of publicly available advocacy tools that effectively illustrate the role and value of dance in society and the benefits it provides to all. *(DIC)*
- Continue to conduct research and analysis to estimate the economic impacts of dance in New York City, including the valuation of dance as cultural production. *(DIC)*
- Engage in cross-sectoral advocacy at local, state, and federal levels for the acceptance and use of alternative business structures for dance (e.g., existing alternative legal business structures, tax law changes, the establishment of new legal structures and organizational frameworks, etc.). *(SBDM)*

ACTIONS

Advocacy: Cross-Sectoral Advocacy

- Engage in intentional cross-sectoral advocacy at the neighborhood, city, state, and federal levels for increased wages, wage standards, and clear and transparent employment policies and practices (employment status, wages, benefits, contract terms) to position dance as dignified work and artists as necessary workers. *(SBDM)*
- Develop and advance explicit social and racial justice, disability justice, and immigrant rights agendas to inspire policy shifts within the dance industry, including policy, funding, and programs that increase racial justice in dance and culture to government, foundation, and nonprofit sectors. *(DIC)*

IMPACT AREA 1

Legislation & Policy

STRATEGY

Lobbying

Organize and empower entities and people to influence legislation that positively impacts and reduces burdens on the arts sector and its workers, such as fair wages, use of alternative business structures, tax law changes, unemployment insurance changes, arts education access, and other government resources and support.

ACTIONS

Lobbying: Reformed Legislation and Programs

- Ensure that the application, selection, and work process on government contract, certification, and granting programs is not overly laborious, and thus exclusionary, through support of the [Streamlining Federal Grants: House Companion Bill](#) and other measures. (DIC)
- Ensure eligibility of dance entities in Women and Minority Owned Businesses (WMOB) and small business administration programs regardless of business structure. Nonprofit organizations and B-Corps are currently ineligible for these programs. (DIC)
- Require city, state, and federal governments to guarantee timely payment of contracts and labor to mitigate cash-flow issues. (DIC)
- Support bills in development and approval processes that stand to benefit dance workers and entities on the local, state, and federal levels, including the [Performing Arts Parity Act](#) and [the Creative Economy Revitalization Act](#). (DIC)

ACTIONS

Lobbying: New Legislation

- Make changes in tax laws to reduce tax burdens and increase funds available to all business structures. (SBDM)
- Repeal the zoning law that inhibits entrepreneurs and dance workers from forming or growing dance businesses where they live and prevents use of empty storefronts for dance. (DIC)
- Create new laws that encourage use of new and existing space for dance, such as tax incentives and/or programs where new developments prioritize and highly subsidize space for dance making. (DIC)
- Ensure government funding and contracts include proper cost-of-living increases to workers and vet for the payment of living wages. (DIC)
- Ensure that arts workers who work within city government are paid living wages and receive proper cost-of-living increases to stay in step with inflation. (DIC)
- Develop unemployment programs for freelance/gig workers that respond to the shifting nature of dance work (e.g., France's intermittent unemployment program, Intermittence de Spectacle, which provides benefits to offset the inherent discontinuity of employment in the work of artistic creation). (DIC)

IMPACT AREA 1

Legislation & Policy

STRATEGY

Dance Community Organizing

Mobilize and empower the dance industry to advocate for individuals, entities, and industry-wide sustainability.

ACTIONS

Dance Community Organizing

- Continue collective advocacy to demand relief, re-employment, and redevelopment of the dance workforce and entities at this stage of the pandemic. (CDI)
- Facilitate greater access to government legislation and policy processes for the dance sector in order for the sector to share lived experiences with policy makers and politicians, and to understand how government works. (DIC)
- Develop and distribute an advocacy toolkit that provides and contextualizes *Dance Industry Census* data for different stakeholders (e.g., legislators, dance workers, institutions, educational entities, etc.). (DIC)
- Encourage artistic leads, company leadership, venues, and presenters to provide safe and fair work environments for auditions, rehearsals, and performances without fear of discrimination, etc. (DIC, SBDM)
- Organize and educate dance workers to turn out for local and state elections and vote in support of relevant issues concerning wages, benefits, nightlife, etc. (DIC)

IMPACT AREA 1

Legislation & Policy

LIVING EXAMPLES

BILLS & LEGISLATION

STAGE Act: federal legislation that would change the federal tax code and give Broadway and live theater productions a tax break to encourage investment and spur job creation in the performing arts sector.

Streamlining Federal Grants Act of 2023: federal legislation that would improve the effectiveness and performance of federal grants and agreements, simplify the application and reporting requirements, and facilitate coordination among agencies responsible for delivering services to the public. Learn more by reading the [National Council on Nonprofits and Washington DC's Marie Gluesenkamp Perez](#) analysis.

Performing Arts Parity Act: federal legislation that would ensure business expense tax deductions are available to a broader group of performing artists, moving the threshold from \$16,000 to \$100,000, or \$200,000 for joint filers. Learn more by reading the [Actor's Equity analysis](#).

The Creative Economy Revitalization Act: federal legislation that places creative workers back into jobs by administering grants eligible to government, nonprofit, and for-profit entities, creating a workforce grants program within the Workforce Innovation and Opportunity Act.

The Equitable Payroll Fund: California Senate Bill #1116 supports nonprofit performing arts organizations with budgets under \$2 million by reimbursing a portion of their payroll expenses. Learn more by reading "[Arts Advocacy Works](#)" by Teri Ball.

Criteria for State Arts & Cultural Districts: NY State Bill #S253A directs the State Council on the Arts to establish criteria and guidelines for the establishment of state-designated arts and cultural districts that receive state support through technical assistance, marketing expertise, and identification of applicable state resources.

Late Payment to Contractors: NYC Council Bill Int 0982-2023 would amend the administrative code of the city of New York, requiring the City to pay interest to nonprofit organizations on late payments for city contracts.

Establishing prevailing wage requirements: NYC Council Bill Int 0510-2022 would require human-service providers to pay their human-services employees no less than the prevailing wage.

INITIATIVES & PROGRAMS

#ArtistsAreNecessaryWorkers: a visibility campaign by Dance/NYC highlighting the importance of arts workers aimed at building and amplifying solidarity within the dance community and across the arts sector in NYC.

Dance Rising NYC: a platform for embodied advocacy that affirms the importance of dance in all its forms, and makes dance visible, sparking crucial conversations about the future of dance in NYC.

City of Yes for Economic Opportunity: an NYC administration initiative proposing zoning text amendments that would remove outdated limitations on businesses, cutting red tape for small businesses and speeding up minor zoning changes, including text that prohibits dance from taking place in certain districts and/or nightlife establishments.

France's Intermittence de Spectacle: a special unemployment system for performing artists and technicians that takes into account the irregular nature of their work. Once an artist has accumulated a certain amount of time as an employee on artistic projects during a one-year period, they qualify for unemployment payments to offset losses of income for periods with less employment activity. Learn more by reading "[How France is Helping its Artists During the Pandemic](#)."

ENTITIES

The U.S. Department of Arts and Culture: An entity that contributes to the strength and vibrancy of the movement for collective liberation by resourcing and mobilizing cultural organizers and artists, and by investing in the leadership development and training of artist-activists and cultural workers.

IMPACT AREA 2

Financial Inclusion

Enhance funding practices and policies to expand the pool of available resources, widen the distribution of funds, reduce barriers to accessing support, and support investments in space for individual dance workers as well as dance entities.

Financial inclusion issues speak to fundamental changes in the level, type, and distribution of contributed income needed to sustain the New York City dance industry and its workers.

Stakeholders with Leverage

Individuals:

- Government Policymakers
- Elected Officials
- Program Officers, Donor Advised Fund Managers & Donors

Entities:

- Public Agencies
- Private Philanthropies
- Educational Institutions
- Dance Service Providers
- Small Dance Entities
- Mid-sized Dance Entities

STRATEGY

Equity-Centered Practices

Prioritize equity and justice within funding systems and processes.

STRATEGY

Individual Giving

Develop programs to support individual giving in dance.

STRATEGY

Programmatic Design & Eligibility

Adjust funding programs to improve access and benefits for dance workers and entities working in any and all structures.

STRATEGY

Capital Funding

Support investments in space to enhance access to affordable space for dance, and to specifically support youth participation, geographic distribution of activity and workers, and access for disabled people.

STRATEGY

Funding Allocations & Pathways

Create policies, resources, and connections that build available funding for dance and more easily connect available funds to the right beneficiaries.

IMPACT AREA 2

Financial
Inclusion

STRATEGY

Equity-Centered Practices

Prioritize equity and justice within funding systems and processes.

ACTIONS

Equity-Centered Practices

- Ensure that internal staff and leadership of public agencies as well as private funders represent the communities they serve. *(SBDM)*
- Prioritize funding for the creation, presentation, and touring of work that is made by and for primarily BIPOC people, and focus on themes of racial equity, cultural equity, and/or related notions of justice in a multiracial and multicultural society to create opportunity for these dance workers and this kind of work. *(DIC, SOD 2016)*
- Prioritize funding for community organizers and groups with proven commitment to paying living wages, and ensure that if project-based funding is employed, a significant portion is dedicated to living wages for dance workers, including the provision of benefits. *(SBDM)*
- Create funding programs that expand accessibility services, including the provision of reasonable accommodations (ASL Interpretation, CART, etc.); the development of justice-centered care practices (e.g., access doulas); and ongoing training for entities and workers to ensure better implementation of accessibility and disability justice practices within artistic work. *(DIC)*
- Create funding programs that expand services to better serve immigrant artists and arts workers, and/or those for whom English is a second language, including the provision of translation services; original programming in languages other than English; and ongoing training for entities and workers to ensure better implementation of immigrant justice practices within artistic work. *(DIC)*
- Advance immigrant-specific arts funding initiatives, both project funding initiatives and general support; for example, production support for dance addressing immigrant rights. *(DIC)*
- Advance disability-specific arts funding initiatives, both project funding initiatives and general support; allocate discrete funds for disabled artists' access purposes; for instance, additional travel or personal care assistants. *(DIC)*
- Employ intersectional and racially explicit frameworks while ensuring that immigrant populations are present at every stage of developing, implementing, and evaluating funding initiatives impacting their work, including on funder boards and staff. *(DIC)*
- Employ intersectional frameworks while ensuring that disabled populations are present at every stage of developing, implementing, and evaluating funding initiatives impacting their work, including on funder boards and staff. *(DIC)*

IMPACT AREA 2

Financial
Inclusion

ACTIONS

Programmatic Design & Eligibility

- Ensure municipal and state funds are distributed through participatory processes that prioritize intentionally populations that are underfunded and remove restrictions that prevent certain populations of individual artists, for-profit entities, and fiscally sponsored groups from applying. *(DIC)*
- Ensure eligibility for funding regardless of structure, including individual artists/arts workers, LLCs, S-Corps, C-Corps, and other models beyond the 501(c)(3). *(SBDM)*
- Simplify submission processes and extend application timelines. *(SBDM)*
- Reorganize the funding hierarchy by engaging artists in every level of the grant-making process. *(SBDM)*

- Provide grantees with centralized technology, communications support, professional development, and organized convening as a learning community to disseminate their learning. *(SOD 2016)*
- Expand small-business administration funding to ensure dance entities are connected to and taking advantage of services available to them through the city, including entrepreneurship programs, low interest loans, and grants for start-up capital. *(DIC)*
- Develop long-term relationships based on trust and mutual accountability by making long-term investments through multi-year, unrestricted funding for wages, operations, and programs. *(SBDM)*

STRATEGY

Programmatic Design
& Eligibility

Adjust funding programs to improve access and benefits for dance workers and entities working in any and all structures.

IMPACT AREA 2

Financial
Inclusion

STRATEGY

Funding Allocations
& Pathways

Create policies, resources, and connections that build available funding for dance and more easily connect available funds to the right beneficiaries.

ACTIONS

Funding Allocations & Pathways

- Create federal level cultural policy that increases funding for National Endowment for the Arts and state arts agencies, intentionally investing in art as a public good and moving away from only funding 501(c)(3) nonprofit institutions.
- Continue pandemic-era unrestricted fund distributions to individual artists and organized entities with a long phaseout for any discontinuation. (*DIC*)
- Establish funds to support repayment of debt, funds to support development of cash reserves and “rainy day” allowance, funds to support transition, succession, and restructuring projects as entities shift their roles in dance, and funds to support the sunseting and merging of entities that have reached the end of their life cycles. (*DIC*)
- Establish public sector funding levels that equate to an appropriate proportion of the economic impact that dance provides to the city, state, and nation. (*DIC*)
- Ensure public funding that goes to institutions allows entities to provide living wages to its workers and proper cost-of-living increases to workers instead of leaving fixed grant amounts that do not account for the impacts of inflation. (*DIC*)
- Enhance pathways for individual artists to receive public sector funding, potentially by expanding the pool of regrating partners. (*DIC*)
- Strengthen funding opportunities for small entities, newly established entities, and individual artists in light of funding practices that limit eligibility for entities with less than three years of operations, those with budgets of less than \$250K, and those operating outside of the 501(c)(3) structure. (*SOD 2016, SBDM*)
- Increase funding allocations to sponsored dance to cover fees paid to fiscal sponsors. (*FSD*)
- Improve fiscal sponsors’ dissemination process by designating institutional funds to general operations and/or workforce development that can be regrated by qualified entities and used for living wages. (*FSD*)

IMPACT AREA 2

Financial
Inclusion

STRATEGY

Individual Giving

Develop programs to support individual giving in dance.

STRATEGY

Capital Funding

Support investments in space to enhance access to affordable space for dance, and to specifically support youth participation, geographic distribution of activity and workers, and access for disabled people.

ACTIONS

Individual Giving

- Expand and enhance individual support by addressing a perceived gap in individual dance patrons' knowledge about fiscal sponsorship and other structures and programs that support dance making. (*DIC, FSP*)
- Establish and fund programs or structures that help artists and companies connect with new donors, including individuals as well as local small businesses or corporations. (*DIC*)
- Establish and fund programs that encourage collective giving circles where individuals and communities of artists are connected. (*DIC*).

ACTIONS

Capital Funding

- Establish small-scale rehearsal studios (for one to four dancers at a time) in outer boroughs and regional areas to encourage better distribution of dance workers and limit commute time, when possible, for dance workers who live outside of Manhattan and Brooklyn. (*DIC*)
- Ensure facilities in K–12 schools that teach dance are properly outfitted for teaching dance, including having studios, etc. (*DIC*)
- Fund accessibility enhancements to existing spaces that accommodate dance, including minor capital changes like adding handrails or power doors, as well as major capital changes like adding elevators to a building or making adjustments to landmarked buildings. (*DIC*)

IMPACT AREA 2

Financial
Inclusion

LIVING EXAMPLES

BILLS & LEGISLATION

The Charitable Act: a federal act that will allow low- and moderate- income donors to receive tax deductions for their giving, rather than keep these deductions reserved for the rich.

Funding for Culturally Diverse

Organizations: NY State Senate Bill #S5714A increases access to resources for culturally diverse arts and culture organizations that advocate for diversity, equity, inclusion, racial and social justice, and cultural preservation.

INITIATIVES & PROGRAMS

Constellation Fund: fights poverty in the Twin Cities (Minneapolis) by raising the living standards of individuals and families living below the poverty line. Constellation uses the best available information to identify the poverty-fighting organizations doing the most impactful work, and to surround those organizations with financial and capacity-building support so that they can do more of that work even better.

Creatives Rebuild New York Artist

Employment Program: a two-year program that funds employment for 300 artists working in collaboration with community-based organizations across NY State. Participating artists receive a salary of \$65,000 per year (commensurate with the median household income in NY State), plus benefits and dedicated time to focus on their artistic practice. Community-based organizations receive \$25,000–\$100,000 per year to support their collaborations with these artists.

Creatives Rebuild New York Guaranteed

Income Program: provides regular, no-strings-attached cash payments to 2,400 artists who have financial need. Each artist receives \$1,000/month for 18 consecutive months from 2023-2024.

Springboard for the Arts Guaranteed

Income: supports 75 artists, culture bearers, and creative workers in the Frogtown and Rondo neighborhoods of Saint Paul and in Otter Tail County, MN, with \$500/month for 18 months from 2023–24, to explore the impact of guaranteed income and to provide a national model for the inclusion of artists in policies that address economic inequity.

ENTITIES

Vital Little Plans: an artist collective and giving circle where artists pool their money together to support equitable, creative, and vital plans that are arts-driven and community-led for neighborhoods and places.

IMPACT AREA 3

Models & Frameworks

Support the evolution of legal and financial structures and models that are used to make and serve dance, specifically creating and/or modifying singular or combinations of structures with goals of centering individuals and artistry, and creating opportunities for dance workers to retain ownership of their processes, instruments (physical or otherwise), and outputs.

A significant amount of dance work occurs outside formal models and frameworks. These structures can evolve to more effectively benefit dance workers and organized entities.

Stakeholders with Leverage

Individuals:

- Program Officers, Donor Advised Fund Managers & Donors
- Artistic Leads & Entity Leadership

Entities:

- Public Agencies
- Private Philanthropies
- Dance Service Providers
- Educational Institutions

STRATEGY

New Structures

Examine the feasibility of and then implement viable new structures, including hybrid (i.e., use of two or more structures, such as nonprofit and LLC) and co-op models, to reduce barriers to funding, reduce expenses, reduce labor, and broaden engagement and reach.

STRATEGY

Existing Structures

Reframe the use of existing legal, fiscal, and operational structures to benefit individual workers, eliminate oppression, elevate artistry, and consider life cycles.

IMPACT AREA 3

Models & Frameworks

STRATEGY

New Structures

Examine the feasibility of and then implement viable new structures, including hybrid (i.e., use of two or more structures, such as nonprofit and LLC) and co-op models, to reduce barriers to funding, reduce expenses, reduce labor, and broaden engagement and reach.

STRATEGY

Existing Structures

Reframe the use of existing legal, fiscal, and operational structures to benefit individual workers, eliminate oppression, elevate artistry, and consider life cycles.

ACTIONS

New Structures

- Support and participate in the development of new or alternative legal structures and operating frameworks, such as worker cooperatives, that allow leadership to focus more on artistic process and less on day-to-day operations such as management, fundraising, and marketing. *(DIC, SBDM)*
- Build standards of care and accountability practices into legal and operational structures in order to systematize well-being and care for dance workers. *(DIC)*
- Create tools to support a circular economy/bartering system that adds value and efficiencies but is not extractive of labor or resources. *(DIC)*
- Establish funding and support for work to explore alternative leadership models such as shared governance and leadership development. *(DIC, SBDM)*

ACTIONS

Existing Structures

- Shift the use of typical hierarchical structures and models to mitigate systems of oppression through cooperative and other models; create pathways that better allow for integration of unionization of workers within entities or other models. *(SBDM)*
- Modify existing structures to provide public transparency of wages and benefits, to foster accountable decision-making, and to simplify any potential merger or closure. *(DIC, SBDM)*
- Equip dance workers, including those leading or establishing small entities, to better utilize existing structures for their protection and the benefit of their work; for example, hybrid structures whereby one dance worker or entity simultaneously uses commercial and nonprofit models to diversify revenue streams and retain ownership of their work while benefiting from access to resources available to nonprofits. *(DIC, CDI, SBDM)*
- Streamline fiscal structures and related programs to support projects and entities with small budgets, particularly those of less than \$50K. *(DIC, SBDM)*
- Create training or coaching programs to support the development and implementation of distributed or alternative leadership models and particularly to allow BIPOC, disabled, and immigrant workers to enter positions of leadership. *(DIC)*

IMPACT AREA 3

Models & Frameworks

LIVING EXAMPLES

INITIATIVES & PROGRAMS

Equity Next: a worker-led, participatory movement of stage managers and actors seeking to transform Actors' Equity Association into a community of engaged workers capable of meeting the challenges of its industry.

ENTITIES

Art Coop: a collective that exists to grow an arts/culture movement rooted in solidarity by centering artists and cultural workers making systems-change irresistible. They provide grant makers working on economic justice in the arts with resources and events, and provide artists working on economic justice with resources, money, ideas, and tools.

Guided Freelancer Cooperative:

a cooperative committed to empowering freelance workers, providing contract management, invoicing, guaranteed payments, tax preparation, and health care.

U.S. Federation of Worker Cooperatives:

national grassroots membership organization for worker cooperatives and democratic workplaces with a mission to build a thriving ecosystem for worker-owned and controlled businesses—and their cooperative leaders—to power movements for racial justice and economic democracy.

Distributed Leadership in Dance:

dance entities that have transitioned to shared leadership models, such as [Bridge Live Arts](#), [Sydnie L. Mosley Dances](#), [Urban Bush Women](#), and others, as per The New York Times article "[Dances Communal Ethos Is Moving Into the Office and Boardroom.](#)"

IMPACT AREA 4

Well-Being & Quality of Life

Prioritize resources to support the essential needs of dance workers, including living wages; mental and physical wellness and care for dance workers and their families; and fair labor and accountability standards to ensure safe, fair, and transparent working conditions free from oppression and discrimination.

Dance worker well-being and quality of life can be improved by creating programs and pathways to access services, resources, and conditions necessary to care for themselves and their families.

Stakeholders with Leverage

Individuals:

- Government Policy Makers
- Elected Officials

Entities:

- Public Agencies
- Dance Service Providers
- Large Dance Entities
- Private Funders & Donors

STRATEGY

Wage Standards

Create and advocate for a wage standards and benefits system that ensures that dance workers can support and care for themselves and their families in New York City.

STRATEGY

Standards of Care

Create standards (e.g., a bill of rights) that give individual dance workers tools to protect their rights and safety in work environments.

STRATEGY

Accountability Practices

Develop accountability practices that ensure that members (individuals and entities) of the ecosystem adhere to standards of care and support thriving.

STRATEGY

Life Management Resources

Develop and fund services that help dance workers manage business, personal, and family life.

IMPACT AREA 4

Well-Being & Quality of Life

STRATEGY

Wage Standards

Create and advocate for a wage standards and benefits system that ensures that dance workers can support and care for themselves and their families in New York City.

STRATEGY

Standards of Care

Create standards (e.g., a bill of rights) that give individual dance workers tools to protect their rights and safety in work environments.

ACTIONS

Wage Standards

- Develop wage standards for the dance workforce that respond to the shifting nature of artistic work and reconcile the financial realities of working in dance. (*SBDM, CDI, DIC*)
- Provide better tools to articulate the true cost of making dance (i.e., also considering training, conditioning, overtime, etc.). (*DIC*)
- Create widely, easily, and immediately available measures to provide equitable medical health care, mental health care, mental health awareness, and the physical and emotional rest required to support dance workers as they continue to recover from the pandemic and its effects. (*CDI*)
- Practice wage transparency in the presentation of dance (e.g., 'This dance was built using volunteer labor.'). (*DIC*)

ACTIONS

Standards of Care

- Building on data gathered for this *Dance Industry Census*, regularly collect and share data on wages and compensation in New York City dance to serve as a benchmark for the industry as well as a tool for advocacy. (*DIC*)
- Develop a coalition of local and national entities to establish a bill of dance workers' rights. (*DIC, SBDM*)

- Raise mental health awareness and provide training to leadership so that the field is prepared to provide support and aid. (*CDI*)
- Address internal manifestations of racism, ableism, and xenophobia present in audition and rehearsal processes, collaboration practices, intellectual property ownership and crediting, performance conditions, and role assignments that mitigate opportunities for participation by and promotion of BIPOC, disabled, and immigrant communities. (*SBDM*)
- Create accessible, affordable, and safe spaces for dance makers to rehearse and perform without fear of discrimination. (*SBDM*)
- Adopt policies and practices that include more transparency of the availability of related funds (e.g., for the creation of residencies), contracts with tech riders, and access riders, as well as policies and practices that include a clear description of wages earned and the rights of the worker. (*SBDM*)
- Demand fair labor standards when negotiating agreements and contracts, ensuring that expectations, safety protocols, issues of liability, insurance, accessibility riders, land-back/decolonizing riders, work hours, and payment schedules are agreed upon in advance and always clearly articulated in a written contract. (*SBDM*)
- Create and utilize contract templates that include transparent details of technical riders, access riders, and clear descriptions of wages earned and the rights of workers, including intellectual property and credit for their work. (*SBDM, DIC*)

IMPACT AREA 4

Well-Being & Quality of Life

STRATEGY

Accountability Practices

Develop accountability practices that ensure that members (individuals and entities) of the ecosystem adhere to standards of care and support thriving.

STRATEGY

Life Management Resources

Develop and fund services that help dance workers manage business, personal, and family life.

ACTIONS

Accountability Practices

- Create a certification program for entities with proven adherence to standards for land acknowledgments, reparations, living wages, care for individual workers, accessibility, auditions, rehearsals, performance conditions, etc. *(DIC)*
- Develop a specific wage certification program to help audiences understand how and whether particular elements of performance or programs were created via living wage, minimum wage, volunteer time, etc. *(DIC)*
- Create an ethics council to mediate community issues. *(DIC)*

ACTIONS

Life Management Resources

- Fund subsidy programs to provide access to affordable mental health, physical therapy, and massage to care for the body as an instrument. *(DIC)*
- Fund and provide affordable legal services and comprehensive financial planning services for dance workers, including financial coaching, retirement planning, equity goals (including property ownership), end-of-life planning, artistic and family legacy planning, etc. *(DIC)*
- Develop and fund childcare/daycare programs for dance workers (residencies, daycare access/services for company dancers, etc.) to allow for ongoing work and longevity of life in dance. *(DIC)*
- Develop resources that support dance elders as well as dance workers who care for adult and child dependents, such as a directory of providers for mental health support. *(DIC)*

IMPACT AREA 4

Well-Being &
Quality of Life

LIVING EXAMPLES

BILLS & LEGISLATION

Creative Arts Therapy Insurance Coverage: NY State Assembly Bill 6173 would amend insurance law to include outpatient care provided by creative-arts therapists in certain insurance policies covering care for other mental health services.

Freelance Isn't Free Act: NYC Council Bill Int 0824-2022 would lower the monetary threshold for coverage under the 'Freelance Isn't Free Act' from freelancers who provide services worth \$800 or more in the immediately preceding 120 days to those who provide services of \$250 or more in the immediately preceding 120 days, excepting certain licensed freelance workers from this lower threshold.

Workers' Bill of Rights for Immigrant Workers:

NYC Council Bill Int 0569-2022-B would amend immigrant workers' bill of rights, which would contain information on the rights and protections under federal, state, and local laws that apply to all workers in NYC, regardless of immigration status. Additionally, employers would be required to post said bill of rights in a conspicuous location in the workplace, and provide a copy to employees upon hiring.

Regulating Non-Compete Covenants for Freelancers: NYC Council Bill Int 0826-2022 would prohibit persons from requiring freelance workers to enter into non-compete agreements unless the hiring party agrees to compensate the freelance worker during any period in which a non-compete agreement would restrict the freelancer from seeking other work.

Earned Safe and Sick Time Act: NYC Council Bill Int 0617-2022 would amend the definition of "employee" to extend benefits to independent contractors who meet certain conditions.

ENTITIES

Creatives Care: a community of artists, providers, and supporters, securing the future of the arts by providing free services to help artists access affordable, high-quality mental health care.

Anticapitalism for Artists: an inclusive education community dedicated to raising the class consciousness of artists of all kinds in order to transform the living conditions of both arts workers and the world.

Chicago Dancer Transparency Project: a research project which aims to provide a holistic picture of Chicago's dance companies incorporating company budgets, funding, benefits, et cetera, with a focus on dancer pay.

IMPACT AREA 5

Education

Enhance education and training programs for dance students and workers to focus on broader realities of the dance ecosystem, including the roots and history of dance; realities of living and working in dance; managing a life in dance; leading, administering, and producing dance; justice, equity, and inclusion in dance; and the foundation of dance as a common good.

The education sector has great potential to inspire systemic, long-term change in dance by enhancing the training and skills of the foundational pipeline of audiences, dance workers, and leadership.

Stakeholders with Leverage

Individuals:

- Government Policymakers
- Program Officers, Donor Advised Fund Managers & Donors
- Educators & Educational Leadership

Entities:

- Public Agencies
- Private Philanthropies
- Dance Service Providers
- Educational Institutions

STRATEGY**K-12 Dance Education**

Develop tools that support dance instruction in the K-12 general and special education settings, arts integration, and introduction of dance as a common good.

STRATEGY**Leadership Development**

Provide training and professional development to build leadership in dance.

STRATEGY**Higher Ed Dance Education**

Enhance dance education curriculum at colleges and universities to better prepare students for work in the broader dance industry.

STRATEGY**Justice, Equity & Inclusion Training & Resources**

Provide training and resources to address an identified knowledge gap in diversity, equity, inclusion, justice, and accessibility in the dance field.

STRATEGY**Financial & Legal Literacy**

Provide training and professional development that enhances understanding and effective use of the financial, legal, and tax issues, and structures that are used within the dance industry.

STRATEGY**Other Technical Assistance**

Expand dance-specific technical assistance programs to enhance skills and resources required to manage individual work in dance as well as administer dance projects and entities.

IMPACT AREA 5

Education

STRATEGY

K–12 Dance Education

Develop tools that support dance instruction in the K–12 general and special education settings, arts integration, and introduction of dance as a common good.

STRATEGY

Higher Ed Dance Education

Enhance dance education curriculum at colleges and universities to better prepare students for work in the broader dance industry.

ACTIONS

K–12 Dance Education

- Assure proper enforcement and funding 1) for New York City and state schools to comply with stated principles and State Education Law, which requires arts programs in grades 7–12 to be taught by certified arts teachers, and 2) for New York City students to receive instruction in two of five recognized art forms (one of which is dance). (*DIC*)
- Develop benchmark curriculum for dance programs and teachers in elementary-, middle-, and high-school settings that integrate dance with core and specialized subject areas in general and in special-education settings in areas like history, political science, physical education, math, etc. (*DIC*)
- Require arts education in all K–12 schools through state and federal legislation like the Arts Education for All Act (in process); approve and enforce New York State Senate Bill S5770 to incorporate arts and music education as a common school branch. (*DIC*)

ACTIONS

Higher Ed Dance Education

- Create scholarship, admissions, and pre-professional training programs in partnership with dance institutions to ensure that BIPOC, disabled, and immigrant workers maintain equitable representation and participation in the development and provision of dance programs, along with their student body or student groups. (*DIC, SBDM*)
- Develop curriculum and education standards that better equip dance students for work in the dance-making ecosystem, recognizing they will likely fulfill a multiplicity of roles, and including classes on the business of dance, US economy, legal business structures, etc. (*DIC*)
- Teach students about the many roles and responsibilities (e.g., educator, administrator, community organizer) that may be required of dance makers, including dance advocacy, mechanisms for managing emotional and mental health, and principles of arts administration needed to manage their work as individual dance makers and/or managers of projects and organizations. (*SBDM*)
- Enhance curriculum and training to inculcate the benefits and impacts that dance has on individuals, communities, and society as a whole. (*SBDM*)
- Model the practice of paying dance workers a living wage by engaging in fair labor practices and standards for arts workers and educators. (*SBDM*)
- Support training and prevalence of dance criticism to help publicize work occurring in the field. (*DIC*)

IMPACT AREA 5

Education

STRATEGY

Financial & Legal Literacy

Provide training and professional development that enhances understanding and effective use of the financial, legal, and tax issues, and structures that are used within the dance industry.

STRATEGY

Leadership Development

Provide training and professional development to build leadership in dance.

ACTIONS

Financial & Legal Literacy

- Require entity leadership, staff, and board members to participate in training on various legal structures (including 501(c)(3), LLC, etc.) and their benefits, limitations, and requirements. (*SBDM, DIC*)
- Underwrite and develop a Freelance Dance Bootcamp Program to address financial literacy, taxes, intellectual property, legal and fiscal structures (including what it means to be a sole proprietor), and benefit structures, available to independent and freelance dance workers. (*DIC*)
- Teach dance makers about the dance-making ecosystem, including how to navigate various structures, while also encouraging alternative models as well as alternate approaches to defining dance careers and working in the field. (*DIC, SBDM*)
- Fund and participate in training on legal structures that support the making and sharing of dance, including both nonprofit and for-profit structures and the pros and cons of business ownership. (*SBDM*)

ACTIONS

Leadership Development

- Fund dance-specific leadership development and training resources with a specific focus on board development resources and training for artistic leads with multiple and varied responsibilities. (*SBDM*)
- Promote career advancement of BIPOC people and disabled people through the support of existing and new dance-specific training programs. (*SOD 2016*)
- Include education around cultural policy in all dance programs to build foundational knowledge of the arts sector, and challenges and opportunities related to dance in the US. (*DIC*)

IMPACT AREA 5

Education

STRATEGY

Justice, Equity & Inclusion Training & Resources

Provide training and resources to address an identified knowledge gap in diversity, equity, inclusion, justice, and accessibility in the dance field.

STRATEGY

Other Technical Assistance

Expand dance-specific technical assistance programs to enhance skills and resources required to manage individual work in dance as well as administer dance projects and entities.

ACTIONS

Justice, Equity & Inclusion Training & Resources

- Fund and develop shared learning programs that centralize policy, training, and consulting/advising to support dance workers and combat racism and oppression, specifically considering shared policies, practices and commitment to reparations, improved accessibility, equitable decision-making, employment, and advancement opportunities for BIPOC, disabled, and immigrant workers and those leading projects/entities with limited budgets. (*DIC, SBDM, SOD 2016*)
- Invest in the regular provision of diversity, equity, inclusion, and social justice resources to build knowledge, expertise, and cultural competence. (*DIC, SOD 2016*)

ACTIONS

Other Technical Assistance

- Provide affordable legal services; training in contract review negotiation and management; digital production and media, leveraging and working with AI; and the more traditional administrative and operations functions of creating and sharing dance such as financial management, human resources, compliance, fundraising, marketing, social media, producing for scale, and more. (*DIC, SBDM*)
- Provide specific training on the ways new technology and/or digital tools and delivery are impacting the sector, dance making, and/or business practices. (*DIC*)

IMPACT AREA 5

Education

LIVING EXAMPLES

BILLS & LEGISLATION**Arts Education Instruction Requirement:**

NY Senate Bill S260 would direct the state education commissioner to require public school districts to report on compliance with art education instruction requirements.

Incorporating Arts/Music Education in

Curriculum: NY Senate Bill S285 would amend the education law to add arts and music education into NY public school curriculum.

Incorporating Arts/Music Education

in Pre-K: NY Senate Bill S3207 would incorporate art and music into pre-kindergarten programs.

INITIATIVES & PROGRAMS**Dance Institute of Washington Allegro**

Program: a comprehensive, equitable professional dancer development program, for recent high school graduates and SNAP-eligible youth (ages 18–24), that provides artist-led mentoring and emotional support, living-wage paid rehearsals, and performances at prominent cultural institutions and city stages. Allegro students access daytime training, artistic coaching, early career advancement, paid rehearsals and paid performances, mentorship, creative space, and a robust network of relationships with industry experts invested in their passion to become professional artists.

IMPACT AREA 6

Knowledge & Resource Sharing

Coordinate and amplify resources for dance, including shared knowledge and services, data use and collection, community building, and space to efficiently and effectively support the work of individuals and organized entities in dance.

Many needs and priorities identified through this research can be addressed through partnerships, collaboration, and sharing.

Stakeholders with Leverage

Individuals:

- Artistic Leads & Entity Leadership
- Program Officers, Donor Advised Fund Managers & Donors
- Dance Workers

Entities:

- Dance Service Providers,
- Public Agencies
- Small Dance Entities
- Mid-sized Dance Entities
- Large Dance Entities

STRATEGY

Shared Services & Knowledge

Provide coaching and shared training and resources in areas of business operations, fundraising, DEI and more.

STRATEGY

Coalition & Community Building

Build coalitions and community within and around dance to strengthen a collective voice and galvanize support.

STRATEGY

Data Use & Sharing

Continue to collect and share data, as well as educate the industry on how to use it for advocacy and fundraising.

STRATEGY

Shared Space

Establish partnerships and collaborate to address the ongoing issues of affordable production and presentation space.

IMPACT AREA 6

Knowledge & Resource Sharing

STRATEGY

Shared Services & Knowledge

Provide coaching and shared training and resources in areas of business operations, fundraising, DEI and more.

STRATEGY

Coalition & Community Building

Build coalitions and community within and around dance to strengthen a collective voice and galvanize support.

ACTIONS

Shared Services & Knowledge

- Develop programs and toolkits that provide education, shared resources, and access to financial tools, including the creation of a resource hub for New York City dance. *(DIC)*
- Develop and deliver justice, equity, and inclusion training curricula. For dance workers and for artistic and entity leadership, include the following in the curricula: anti-racism, disability support and accessibility, generational diversity, and more; structure content differently for large vs small entities that may not have time or resources for implementation. *(DIC)*
- Facilitate expanded shared resources for dance (administration, human resources, accounting, grant writing, regrating, legal, space, etc.) in areas such as accessibility, compliance, social media outreach, and the creation and dissemination of digital programming through existing providers, such as ArtsPool, for accounting and financial services as well as new initiatives. *(DIC, SBDM)*
- Pool administrative resources to create efficiencies for space managers and users (e.g., NCC Akron Creative Administration Research Program). *(DIC, FSP)*

ACTIONS

Coalition & Community Building

- Provide professional development, networking opportunities, learning resources, and convenings to build community and support dance workers and entities in various stages of operation and life. *(DIC, SOD 2016)*
- Engage in cross-disciplinary (within the arts via NYC4A and NYGIA, for example) and cross-sectoral (beyond the arts) convening and coordination to support innovation and new strategies/perspectives in dance. *(DIC)*
- Create and support a network of small to mid-sized presenters around the US who have interest and potential to present more touring dance over time. *(DIC)*
- Convene arts service organizations to create efficiencies and avoid duplication of efforts in how they serve the dance workforce and entities. *(DIC)*
- Coordinate arts entities across the sector to better respond in times of crises, and be better prepared to coordinate information and the distribution of resources when a new crisis arrives, building on learnings from the pandemic (e.g., Culture Aid and the NYGIA safety net group). *(DIC)*
- Coordinate arts entities that distribute financial resources to formalize and build on coalitions that were established during the pandemic (e.g., City Artist Corps) and maximize resource distribution. *(DIC)*

IMPACT AREA 6

Knowledge & Resource Sharing

STRATEGY

Data Use & Sharing

Continue to collect and share data, as well as educate the industry on how to use it for advocacy and fundraising.

STRATEGY

Shared Space

Establish partnerships and collaborate to address the ongoing issues of affordable production and presentation space.

ACTIONS

Data Use & Sharing

- Create systems to collect, organize, and share data on an ongoing basis, including the establishment of a regular periodic compensation study. (*DIC*)
- Engage in ongoing data collection to inform decision-making, advocacy, marketing, and fundraising efforts. (*DIC, SBDM*)
- Come together in mutually beneficial and collaborative settings to openly share data, knowledge, and experience; prioritize resource and knowledge sharing in ways similar to artistic collaboration. (*SBDM*)

ACTIONS

Shared Space

- Expand visibility and promotion of dance spaces through new centralized platforms in partnership with service organizations for other arts disciplines and in light of the loss of SpaceFinder (e.g., [Venuely](#)). (*DIC*)
- Improve access to affordable presentation space through the creation of new spaces and the protection, repurposing, and increased use of existing spaces. (*FSP*)
- Explore “blue sky” creative innovations to address space needs; for instance, by imagining and building mobile dance studios. (*FSP*)
- Strengthen and expand dance rehearsal space subsidy programs—as have been led by New York State Council on the Arts, The Andrew Mellon Foundation, and Mertz Gilmore Foundation—to offset costs for dance makers and venues. (*FSD*)
- Shape new policy and funding mechanisms to incentivize rehearsal space development in public and private sectors, including the continued development of city-owned spaces and developer-driven projects. (*FSD*)

IMPACT AREA 6



Knowledge & Resource Sharing

LIVING EXAMPLES

BILLS & LEGISLATION**DCLA Reporting on Funding Allocations:**

NYC Council Bill Int 1184-2023 would amend the NYC charter, to require the Department of Cultural Affairs (DCLA) to report annually on department funding of art and cultural organizations and institutions.

INITIATIVES & PROGRAMS**NCC Akron Creative Administration**

Research Program: challenges the national dance ecosystem to think beyond the boundaries of known, traditional models, and “best practices,” where teams will compare notes from their investigative retreats earlier in the year, physicalize their administrative thinking and dreaming, and create new shared reference experiences to inform future work.

Pentacle’s Administrative Support Program:

provides direct administrative services for artists looking to build more sustainable organizational operations under the guidance of Pentacle and alongside a cohort of artists with similar goals.

ArtsPool Membership Program:

offers services in financial maintenance, operations, workforce administration, and other services to art organizations that deem to be underrepresented and need more support.

ENTITIES

Venuely: an interfaith space-sharing website that matches houses of faith in New York City that have surplus space to short-term renters.

Tribeworks Creative Benefits for Creative

Workers: a cooperatively owned payments and employment platform built to support creatives and the clients who rely on them—health care, life insurance, financial planning, and peace of mind.

IMPACT AREA 7

Systems Change

Work to mitigate the impacts that white supremacy and corresponding systems of oppression have on dance work and workers. Such systems create and exacerbate barriers to resources such as disparate access to benefits for individuals, difficulties in accessing resources for entities, and a misunderstanding of the role and societal benefits of the arts for the general public. With these systems diminished, New York City dance will be better positioned to achieve thriving.

In this context, systems of oppression include but are not limited to capitalism, racism, ableism, xenophobia, transphobia, ageism, and climate crisis. Systems change relates to broader factors that impact dance and arts workers as well as many people across the country. In order for these changes to occur, the dance industry will need to inspire or join a larger movement across sectors and geographies.

Stakeholders with Leverage

Individuals:

- Government Policymakers
- Elected Officials

Entities:

- Public Agencies
- Educational Institutions

STRATEGY

Historic Harms

Combat systems of oppression to lessen resulting harms that continue to cause disparities and hardships for BIPOC, disabled, immigrant, and LGBTQIA+ people.

STRATEGY

National Social Infrastructure

Develop and enact policies and programs to provide affordable and equitable access to basic resources such as health benefits, educational opportunities, legal aid, and reliable affordable housing.

IMPACT AREA 7

Systems
Change

STRATEGY

Historic Harms

Combat systems of oppression to lessen resulting harms that continue to cause disparities and hardship for BIPOC, disabled, immigrant, and LGBTQIA+ people.

ACTIONS

Historic Harms

- Provide reparations for Black & Indigenous people. *(DIC)*
- Honor existing treaties with Indigenous people across New York State; establish land-back policies to return ownership of Indigenous lands to Indigenous people. *(DIC)*
- Reform the Americans for Disabilities Act to broaden accessibility requirements and standards, and accommodate people with all types of disabilities. *(DIC)*
- Support national efforts to enact comprehensive immigration reform that includes policies like DACA and issues related to the health and well-being of immigrant people. *(DIC)*
- Continue to support justice-focused diversity, equity, and inclusion, and environmental, social, and governance practices that are race-conscious (e.g., regranting and advancement programs with eligibility criteria). *(DIC)*
- Combat legislation and bills targeting LGBTQIA+ people, including bans on transgender health care, bans on transgender participation in sports, and anti-drag legislation. *(DIC)*
- Continue water and land protection efforts, and support efforts for Lenape leadership to return to their homeland. *(DIC)*
- Support artists, arts workers, national activist groups, and other advocacy organizations in their efforts to address the intersectionality of climate justice and combat its effects and resulting impact on the arts sector. *(DIC)*
- Engage in active and vocal allyship with social justice, environmental justice, and economic justice movements and organizations to build powerful coalitions to pass meaningful legislation on local, state, and federal issues that affect dance workers. *(DIC)*

IMPACT AREA 7

Systems
Change

STRATEGY

**National Social
Infrastructure**

Develop and enact policies and programs to provide affordable and equitable access to basic resources such as health benefits, educational opportunities, legal aid, and reliable affordable housing.

ACTIONS

National Social Infrastructure

- Universalize access to quality/affordable/government subsidized health insurance that is not tied to employment (e.g., [the Medicare for All Act 2023](#)). (DIC)
- Establish a universal basic income program at the city level. (DIC)
- Expand the federal SAVE student debt forgiveness program and related opportunities to improve eligibility for all. (DIC)
- Approve tax reform to expand public funds available for income programs. For example, Invest in Our New York Act has the potential to raise \$40 billion in public funds by raising taxes on the wealthiest individuals and corporations in New York State. (DIC)
- Remove barriers to college and professional education in the arts by creating scholarships or other workforce development programs. (DIC)
- Allocate funding and expand federal programs that 1) provide long-term solutions to address housing needs for people with low incomes and 2) provide renter protections. (DIC)
- Approve legislation that increases the federal minimum wage and ties it to inflation rates to ensure the wage keeps up with rising costs of living. (DIC)

IMPACT AREA 7

Systems Change

LIVING EXAMPLES

BILLS & LEGISLATION

Advancing Equity Through the Arts and Humanities Act: H.R. 3239 is a federal act to address systemic racism through the arts and humanities in the United States.

The Medicare for All Act 2023: H.R. 3421 is a federal act to establish a national health insurance program.

Reparations for African-Americans Act: H.R. 40 is a federal act to address the fundamental injustice, cruelty, brutality, and inhumanity of slavery in the United States and the 13 American colonies between 1619 and 1865, to establish a commission to study and consider a national apology and proposal for reparations for the institution of slavery, its subsequent de jure and de facto racial and economic discrimination against African Americans, and the impact of these forces on living African Americans, to make recommendations to the Congress on appropriate remedies, and for other purposes.

Invest in Our New York Act: a NY State plan to raise taxes exclusively on the wealthiest people and corporations and, in return, fund \$40 billion in new investments that puts the needs of middle and working class, low-income, and impoverished New Yorkers first.

Secure Savings Program for Freelancers: NY Senate Bill S2399 would authorize freelancers and the self-employed the option of enrolling in a secure choice savings program.

Unemployment Bridge Program: NY Senate Bill S3192 would establish an unemployment bridge program and fund to provide wage replacement to workers who do not qualify for unemployment insurance or other worker wage assistance programs and who have lost a major source of income due to lost work.

Support Arts/Humanities Programs Addressing Racism: NYC Council Res 0644-2023 calls on the United States Congress to pass, and the President to sign, legislation to support arts and humanities programs that address and fight systemic racism.

INITIATIVES & PROGRAMS

Chicago Universal Basic Income Program: a basic-income program where 5,000 Chicagoans received a monthly \$500 for a year.

East River Park Action: an organization whose mission is to stop the destruction of East River Park, under the city's East Side Coastal Resiliency (ESCR) plan, that plans to build a 1.2-mile wall along the water and cover the razed park with eight feet of fill. East River Park Action and seeks environmental justice for the park and the Lower East Side community it serves.

Lenni Lenapekweyok: an organization of Lenape matriarchs intending to get land back, which will enable them to protect the local ecology, restore Lenape's ability to be home in their own lands, create a safe space for Lenape women and femmes, educate the local communities, honor their right to land-based culture, and help to heal a five-century-long wound.

U.S. Department of Labor Launches Comprehensive Review of Subminimum Wage: a comprehensive review of the Section 14(c) program, which authorizes employers, after receiving a certificate from the Wage and Hour Division, to pay subminimum wages to workers whose disabilities impact their productivity for the specific work performed.

Examining 50 years of the Rehabilitation Act of 1973- Advancing Access and Equity for individuals with disabilities: The Department of Labor is embarking on engaging stakeholders to ensure opportunities for competitive integrated employment and to move toward greater equity and economic security for workers with disabilities.

Dance. Workforce. Resilience. (DWR) Hub

Visit Hub.Dance.NYC to engage with the full *State of NYC Dance 2023* report and the accompanying tools and resources.

Funders

