City of San Antonio

Coordinated Planning Document that
Identifies Strategies for the
Department of Arts & Culture
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Introduction

The Cul-TÚ-Art Cultural Plan is a coordinated planning document that is being used to guide the City of San Antonio’s investments in the arts to provide equitable opportunities that encourage San Antonio’s arts community, residents, and visitors to thrive in a culturally inclusive environment that celebrates San Antonio’s identity.

Statement from the Director

The Arts and Artists make San Antonio vibrant and an international cultural destination. Our city’s multicultural roots and deep-rooted traditions are especially evident in San Antonio’s arts & culture.

Whether you visit a public art installation, or attend a live performance, an exhibit, or a festival in our city – it is an experience that you won’t find in any other city. The arts in our city are uniquely San Antonio. They tell our stories. Those of our past – that began 300+ years ago – and the ever-changing ones that evolve as our city progresses forward. They tell of where we’ve been and where we’d like to be.

The City of San Antonio understands that for these stories to continue, we must support the storytellers. The future of San Antonio’s arts and culture is in our hands. The work we do today determines the future growth of arts in our city. But, the work cannot be done alone. We must all come together to make this happen. Only through a unified effort will we truly become America’s 21st century city.

Through the efforts of the City of San Antonio’s Department of Arts & Culture, we are taking a bold step forward to grow the arts in our city with the Cul-TÚ-Art Cultural Plan. With a focus on cultural equity this plan will reflect the future of arts in our City. And, most importantly, this is done through robust community input and open dialogue with arts administrators, artists, arts patrons, and many other community stakeholders to make Cul-TÚ-Art a true collaborative effort.

Debbie Racca-Sittre, Director
Department of Arts & Culture
City of San Antonio
San Antonio City Council (2017-2019)

Mayor, Ron Nirenberg
District 1 Councilman, Roberto C. Trevino
District 2 Councilman Cruz Shaw
District 3 Councilwoman, Rebecca J. Viagran
District 4 Councilman, Rey Saldana
District 5 Councilwoman, Shirley Gonzales
District 6 Councilman, Greg Brockhouse
District 7 Councilwoman, Ana Sandoval
District 8 Councilman, Manny Palaez
District 9 Councilman, John Courage
District 10 Councilman, Clayton Perry

San Antonio City Council (2019-2021)

Mayor, Ron Nirenberg
District 1 Councilman, Roberto C. Trevino
District 2 Councilwoman, Jada Andrews-Sullivan
District 3 Councilwoman, Rebecca J. Viagran
District 4 Councilwoman, Dr. Adriana Rocha Garcia
District 5 Councilwoman, Shirley Gonzales
District 6 Councilwoman, Melissa Cabello-Havrda
District 7 Councilwoman, Ana Sandoval
District 8 Councilman, Manny Palaez
District 9 Councilman, John Courage
District 10 Councilman, Clayton Perry
## San Antonio Arts Commission (2016-2017) – City Council Appointed Members

<table>
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<tr>
<th>Commissioner</th>
<th>Organization</th>
<th>Committee(s)</th>
<th>Council</th>
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<tr>
<td>Guillermo Nicolas</td>
<td>3N Group, LLC</td>
<td>Chair</td>
<td>Mayoral</td>
</tr>
<tr>
<td>Rene Barilleaux</td>
<td>McNay Art Museum</td>
<td>Public Art</td>
<td>Mayoral</td>
</tr>
<tr>
<td>Jessica Sanchez-Todd</td>
<td>Alameda School for Art</td>
<td>Public Art &amp; Centro de Artes</td>
<td>Mayoral</td>
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<tr>
<td>Suhail Arastu</td>
<td>Musical Bridges Around the World</td>
<td>Music</td>
<td>Mayoral</td>
</tr>
<tr>
<td>Dagoberto Patlan</td>
<td>Catholic TV of San Antonio</td>
<td>Film &amp; Centro de Artes</td>
<td>District 1</td>
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<tr>
<td>Nettie Hinton</td>
<td>Retired</td>
<td>Film</td>
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<td>Yadhira Lozano</td>
<td>Conjunto Heritage Taller</td>
<td>Public Art &amp; Centro de Artes</td>
<td>District 3</td>
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<tr>
<td>Susana Segura</td>
<td>Esperanza Peace &amp; Justice Center</td>
<td>Arts Funding &amp; Centro de Artes</td>
<td>District 4</td>
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<tr>
<td>Valeria Hernandez</td>
<td>The People’s Nite Market</td>
<td>Film</td>
<td>District 5</td>
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<td>Margarita Benavides</td>
<td>Retired</td>
<td>Arts Funding</td>
<td>District 6</td>
</tr>
<tr>
<td>Henry Brun</td>
<td>Henry Brun &amp; the Latin Playerz</td>
<td>Music</td>
<td>District 7</td>
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<td>Community Volunteer</td>
<td>Arts Funding</td>
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<td>Retired USAF</td>
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<td>District 9</td>
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<td>San Antonio College</td>
<td>Music</td>
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## San Antonio Arts Commission (2018-2019) – City Council Appointed Members
<table>
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<td>Guillermo Nicolas</td>
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<td>Rene Barilleaux</td>
<td>McNay Art Museum</td>
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<td>Suhail Arastu</td>
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<td>Music</td>
<td>Mayoral</td>
</tr>
<tr>
<td>Linda Hardberger</td>
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<td>Mayoral</td>
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<td>Dagoberto Patlan</td>
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<td>Film</td>
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<td>Kaldric Dow</td>
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<td>Yadhira Lozano</td>
<td>Arts Leader</td>
<td>Public Art &amp; Centro de Artes</td>
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<tr>
<td>Susana Segura</td>
<td>Esperanza Peace &amp; Justice Center</td>
<td>Arts Funding &amp; Centro de Artes</td>
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<td>Valeria Hernandez</td>
<td>The People’s Nite Market</td>
<td>Film &amp; Distinction in the Arts</td>
<td>District 5</td>
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<tr>
<td>Emily Fleischer</td>
<td>Artist</td>
<td>Arts Funding</td>
<td>District 6</td>
</tr>
<tr>
<td>Henry Brun</td>
<td>Henry Brun &amp; the Latin Playerz</td>
<td>Music &amp; Distinction in the Arts</td>
<td>District 7</td>
</tr>
<tr>
<td>Hannah Mery</td>
<td>Community Volunteer/Student</td>
<td>Music</td>
<td>District 8</td>
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<tr>
<td>Freda Facey</td>
<td>Retired USAF</td>
<td>Public Art &amp; Distinction in the Arts</td>
<td>District 9</td>
</tr>
<tr>
<td>Mark Rogers</td>
<td>San Antonio College</td>
<td>Music</td>
<td>District 10</td>
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DEPARTMENT OVERVIEW

The Department of Arts & Culture advocates for the growth of the local creative industry by increasing awareness of the impact and value of arts and culture to the city. Its mission is to enrich quality of life by leading and investing in San Antonio’s arts & culture. Helping to make San Antonio an exciting place to live and visit, the Department develops and markets a wide range of programs and events.

The Department of Arts & Culture is funded by the hotel occupancy tax and supported in part by the Texas Commission on the Arts and the National Endowment for the Arts. The department's policies and procedures are advised by the San Antonio Arts Commission, whose members are appointed by City Council and the Mayor.

The department is comprised of four divisions: Arts Funding, Public Art San Antonio, Cultural Events & Exhibits, and Film, Music & Marketing.

HISTORY OF THE DEPARTMENT

The Department of Arts & Culture was previously the Department for Culture & Creative Development (DCCD) from 2013 to October 2016. Prior to 2013, the department was known as the Office of Cultural Affairs (OCA). The department was established by City Council in 1983 as the official agency to promote the arts and cultural development for the city of San Antonio.

The Department of Arts & Culture works with partners around the city to realize its vision of improving the quality of life for San Antonio residents and enriching the experiences of visitors.

ARTS & CULTURE FUNDING IN SAN ANTONIO

The Arts and Culture Fund was created in FY 2007 to account for expenses generated in support of San Antonio arts and cultural programming. The Arts and Culture Fund is appropriated 15% of net HOT allocations on an annual basis. The Department operates within the City of San Antonio’s Fiscal Year which runs from October 1st through September 30th. Public Art is funded with 1% of eligible capital projects and follows the Public Art Process.
OVERVIEW OF THE CUL-TU-ART PLAN

The Cul-TÚ-Art Cultural Plan is a coordinated planning document that is comprised of multiple focus areas including: Film, Centro de Artes, Public Art, Arts Funding Guidelines, Music, Cultural Districts and Performing Arts. This is a living document with component plans added as needed.

San Antonio Arts Commission serves as the Steering Committee for the Plan.

**Cul-TU-Art VISION**

*San Antonio will be internationally celebrated as a confluence of living arts & authentic cultures. Our City will inspire local participation, inclusion & pride in all its arts, and create economic conditions where artists & the arts thrive.*

**Cul-TU-Art GUIDING PRINCIPLES:**

1. Preserve and promote the authentic culture of San Antonio.
2. Enhance accessibility of the arts and cultural programs.
3. Create a rich environment for sustainable arts and culture to thrive.
4. Keep and attract artists to our community.
5. Encourage innovation and collaboration by practicing inclusiveness.

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**CULTURAL EQUITY STATEMENT**

*To support a full creative life for all, the San Antonio Arts Commission and Department of Arts & Culture commit to championing policies and practices of cultural equity that empower a just, inclusive, equitable city.*

DEFINITION OF CULTURAL EQUITY

Cultural equity embodies the values, policies, and practices that ensure that all people—including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion—are represented in the development of arts policy; the support of artists; the nurturing of accessible, thriving venues for expression; and the fair distribution of programmatic, financial, and informational resources.
ACKNOWLEDGEMENTS & AFFIRMATIONS

- In the United States, there are systems of power that grant privilege and access unequally such that inequity and injustice result, and that must be continuously addressed and changed.
- Cultural equity is critical to the long-term viability of the arts sector.
- We must all hold ourselves accountable, because acknowledging and challenging our inequities and working in partnership is how we will make change happen.
- Everyone deserves equal access to a full, vibrant creative life, which is essential to a healthy and democratic society.
- The prominent presence of artists challenges inequities and encourages alternatives.

MODELING THROUGH ACTION

- To provide informed, authentic leadership for cultural equity, we strive to...
- Pursue cultural consciousness throughout our organization through substantive learning and formal, transparent policies.
- Address any inequities within our policies, systems, programs, and services, and report progress.
- Commit time and resources to expand more diverse leadership within the San Antonio Arts Commission and Department of Arts & Culture.

FUELING FIELD PROGRESS

- To pursue needed systemic change related to equity, we strive to...
  - Encourage substantive learning to build cultural consciousness and to proliferate pro-equity policies and practices by all our constituencies and audiences.
  - Improve the cultural leadership pipeline by creating and supporting programs and policies that foster leadership that reflects the full breadth of our community.
  - Generate and aggregate quantitative and qualitative research related to equity to make incremental, measurable progress towards cultural equity more visible.
  - Advocate for public and private-sector policy that promotes cultural equity.

The City of San Antonio advocates respect, inclusion and appreciation of the diverse cultures and backgrounds of all organizations and individuals and is committed to working through the arts to eliminate bias and prejudices based on race, ethnicity, socio-economic status, gender, age, sexual orientation, religion or disability. DA&C encourages, supports and strengthens arts organizations and programs that reflect these values and partners with other organizations to address issues of diversity and inclusion.
According to 2017 Statistical Atlas, the City of San Antonio has a total population of 1.36 million. Breakdown of its demographics are as follows:

<table>
<thead>
<tr>
<th>Hispanic (ethnicity)</th>
<th>White</th>
<th>African American</th>
<th>Asian American</th>
<th>Other (includes mixed)</th>
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</thead>
<tbody>
<tr>
<td>63%</td>
<td>27%</td>
<td>7%</td>
<td>2%</td>
<td>1%</td>
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</table>

Source: Statistical Atlas 2017
**SAN ANTONIO’S CULTURAL LANDSCAPE**

Southern Methodist University’s National Center for Arts Research (NCAR) provides scores for every U.S. county based on measures of arts dollars, arts providers, government support, and socio-economic and other leisure characteristics. NCAR uses the term “vibrancy” in keeping with Merriam-Webster’s definition of the word to mean “pulsating with life, vigor, or activity.” The scores are on a scale of 0-100 with 100 being highest. In 2017, Bexar County scored 74% better than other counties in the measure of arts providers and 92% better on arts dollars. We have one of the highest rankings for government support at 90%, however, we fall below other counties on socioeconomic measures at 56%.

### 2017 Arts Vibrancy Score for Bexar County, TX

<table>
<thead>
<tr>
<th>Arts Providers</th>
<th>74</th>
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<tr>
<td>Arts &amp; Culture Employees</td>
<td>52</td>
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<td>Arts &amp; Culture Organizations</td>
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<td>Arts, Culture &amp; Entertainment Firms</td>
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<td>Independent Artists</td>
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<table>
<thead>
<tr>
<th>Arts Dollars</th>
<th>92</th>
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<tbody>
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<td>Program Revenue</td>
<td>82</td>
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<tr>
<td>Contributed Revenue</td>
<td>96</td>
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<tr>
<td>Total Expenses</td>
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<tr>
<td>Total Compensation</td>
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<table>
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<th>Government Support</th>
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<td>State Arts Dollars</td>
<td>70</td>
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<td>State Arts Grants</td>
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<td>Federal Arts Dollars</td>
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<table>
<thead>
<tr>
<th>Socio-economic</th>
<th>56</th>
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<tbody>
<tr>
<td>% Employment</td>
<td>67</td>
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<tr>
<td>% Bachelor’s Degree</td>
<td>68</td>
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<td>% of Households &gt; $150k</td>
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<tr>
<td>Per capita income</td>
<td>46</td>
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<td>% Not in Poverty</td>
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<table>
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<td>Restaurant Rank</td>
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<td>Zoo &amp; Botanical Rank</td>
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<td>Cinema Rank</td>
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<td>Professional Sports</td>
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</tr>
<tr>
<td>Bar Rank</td>
<td>93</td>
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Source: Southern Methodist University’s National Center for Arts Research (NCAR) 2017 Arts Vibrancy Index.

The Art Vibrancy score is the result of a variety of sources including: US Census Bureau, IRS 990s, DataArts™ Cultural Data Profile, Theatre Communications Group, League of American Orchestras, National Endowment for the Arts, Institute of Museum and Library Services, and National Assembly of State Arts Agencies.
Because the Arts Vibrancy Score for Bexar County is significantly impacted in a negative way due to the low socio-economic score, the NCAR data seems to be consistent with a 2015 study by University of Toronto’s Martin Prosperity Institute which stated San Antonio had the sixth-highest level of economic segregation in the country. In a recent article published by the San Antonio Express News, Dr. Christine Drennon, Director of the Urban Studies Program at Trinity University points to redlining of African Americans and Mexican Americans in the early part of San Antonio’s development history as a main cause for the continued economic segregation. Cite – San Antonio Express News, December 23, 2017 “Economic segregation in San Antonio: how we got here, is it real?”

In order to improve the economic conditions for small, minority and women-owned businesses, the San Antonio City Council authorized the first Small Business Economic Development Advocacy (SBEDA) Ordinance in 1992, after a disparity study in 1989 indicated only 10% of the City’s purchases came from small, minority and women owned businesses, which is far below their availability in San Antonio. Over the years, City Council has approved revisions to the SBEDA Ordinance and this program has steadily shown results. For instance, in 2010, the city had increased its utilization of small, minority and women owned businesses to 16% and then, in 2015, to 23%. This progress demonstrates that a deliberate data-driven policy can result in a positive impact on removing the barriers caused by past discrimination.

For SBEDA, a Minority/Women Business Enterprise (M/WBE) is a firm that is certified as either a Minority Business Enterprise or as a Women Business Enterprise, and which is at least fifty-one percent (51 %) owned, managed and controlled by one or more Minority Group Members and/or women, and that is ready, willing and able to sell goods or services that are purchased by the City of San Antonio. Artists who are self-employed or own their own firm can become registered as a SBEDA and certified as an S/MWBE. However, the definition of “ownership” falls short of including non-profits.

Minority Group Members as defined by SBEDA as well as the United States Small Business Administration and the State of Texas are: African-Americans, Hispanic Americans, Asian Americans and Native Americans legally residing in, or that are citizens of, the United States or its territories. Specifically defined below:

- **African-Americans**: Persons with origins in any of the black racial groups of Africa.
- **Hispanic-Americans**: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central and South American origin.
- **Asian-Americans**: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.
- **Native Americans**: Persons having no less than 1/16th percentage origin in any of the Native American Tribes, as recognized by the U.S. Department of the Interior, Bureau of Indian Affairs and as demonstrated by possession of personal tribal role documents.

The SBEDA program defines small businesses by the size of their budgets, much like we do with art funding. However, the SBEDA program defines “businesses” by their ownership. In arts non-profits, there is no one “owner”. There is a board of directors, an executive director and/or an artistic director. Similarly, we look at arts agencies’ whose mission is to promote, protect or preserve a specific culture. In particular, we must look at those who have been historically underrepresented.

*Policy Link* and *Americans for the Arts* are other resources used in creating the cultural plan and helping define the importance of cultural equity.
CREATIVE ECONOMY

The City of San Antonio, Department of Arts & Culture commissioned a study of the creative economy in fall 2017 by Dr. Steve Nivin, Economist. Below is an excerpt of the report presented to the community in October 2017 at the Cul-TU-Art Plan Kickoff in conjunction with the San Antonio Hispanic Chamber of Commerce. An Economic Impact study is conducted every 2 years with the goals of improving the creative economy.

TOTAL ECONOMIC IMPACT IN 2016 $3,977,359,239

ECONOMIC IMPACT BY SECTOR:
- Design & Advertising: $727,466,751
- Museums & Collections: $145,904,800
- Performing Arts: $606,818,850
- Schools: $44,346,324
- Visual Arts, Photography, & Culinary Arts: $153,139,820
- Printing, Broadcasting, & Related Activities: $1,521,822,351
- Independent Artists, Writers, & Performers: $147,929,822

TOTAL EMPLOYMENT 24,885

- 7,554 Self-Employed Creatives
- 11,978 Creatives Working Full-Time in Other Jobs, but Engaged Part-Time with Creative Industry

BASELINE DATA

Mapping of Cultural Assets:

The Department engaged with ESD Consulting to build a geographic map using an inventory of arts and cultural assets for the baseline:

- Public Art Installations
- Art Agency Locations of Service
- Music Venues and Music Studios – (provided through SA Sound Garden Study)
- Libraries
- Parks

The map was posted on the Cul-TU-Art Webpage and taken to various community and planning meetings around the City to receive feedback.
VISIT SAN ANTONIO – VISITOR’S SURVEYS

Visit San Antonio also commissioned a survey of visitors between September 2016 and August 2017 (EDD study) which found that 36% of travelers consider SA a destination for history and heritage. Likewise, 26% of travelers attended arts and cultural events and attractions including museums. Over the course of the year, these were both consistently popular activities, meaning, there were not significant differences based on seasonal interest.

The DK Shifflet Overnight Leasure Visitor Profile conducted in 2015-2016 for Visit San Antonio indicated that 47% of visitors participated in arts and culture related activities while visiting San Antonio. Historic sites were most popular among visitors (23%), followed by movies (13%), Festivals/Fairs (11%), museums and art exhibits (10%) and concerts, theater and dance (6%).

DEPARTMENT OF ARTS & CULTURE - COMMUNITY & VISITOR SURVEY

Survey Partner: After a review of proposals, Research Now was selected to conduct a survey among 3 different segments: residents, visitors and art patrons. The Survey was distributed from October 13, 2017 to November 7, 2017.

Methodology: The survey methodology was highly inclusive and representative of the surveyed populations. The total number of survey responses is 3,002 which results in a range of error of +/- 1.8 percentage points at 95% confidence. This means that 95% of the time we can be confident that the research findings are within a range or +/- 1.8 percentage points. Residents and Visitors were balanced so that the demographics of these two segments mirrored the population of San Antonio Residents and Visitors to San Antonio. 100 Residents were surveyed in each of the ten City Council Districts. The Arts Patrons segment includes responses from patrons from 25 different Agencies. The Arts Patron surveys were collected both online and on paper - the latter to ensure that those who did not have online access could be included. All surveys provided each respondent with the option to take the survey either in English or Spanish.

Results: The populations surveyed, regardless of segment, are highly involved and supportive of arts and culture in San Antonio.

More than half of those surveyed consider seeing and experiencing art in San Antonio “very important.” • A majority consider this “very important” or “important.” Slightly more survey participants consider art in San Antonio as “very important” or “important” (82%) compared to seeing and experiencing art in other cities (79%).

Attendance:

• A strong majority (76%) attend cultural or artistic events in the city once a year or more. Two out of five (43%) attend these events monthly or more often.

• Almost all of those surveyed (93%) believe that seeing and experiencing art in San Antonio is important; over half (55%) say that this is “very” important.
Most are likely to recommend San Antonio arts and cultural activities to friends and family members (77% give ratings 7-10 on a 0 to 10 scale with 10 being high).

**Interest:**

10 Most Interesting San Antonio Arts and Cultural Offerings:

- 38% Arts festivals, fairs or parades
- 32% Music performances
- 29% Theater performances
- 24% Exhibits
- 21% Crafts, artisan works
- 21% Historic preservation
- 20% Arts education

Total Respondents Awareness, interest and participation in arts and cultural events and activities is high. • Over a third of surveyed households participated in art classes (38%) or music lessons/played an instrument (35%) in the past year. This incidence is higher among households with children: 47% of households with children had a child participate in music lessons/played an instrument and 41% had a child take art classes. • Seven of the cultural offerings tested in the survey are considered “most interesting” to 20% or more survey participants. (Fourteen different offerings were tested.)

**Access:** Barriers to attendance at arts and cultural events and activities should be addressed. There are three barriers mentioned by more than three in ten survey respondents: 1. Cost of events and activities (49%) 2. Inconvenient times and days (40%) and 3. Difficult to access locations (31%)

*Culturally-specific programming* is important to many. Their interests should be kept in mind when funding new programs. More than two-thirds of all survey participants are interested in programming and events that celebrate three specific cultures: Mexican/Latino (67%), Indigenous/Native American (66%) and women (65%).

*Public Art* - Overall, 93% of those surveyed identified places where they would like to see more public art in San Antonio. The most people would like to see more public art in the Neighborhood Parks, Downtown and Along the River.

The Department will perform follow up surveys on an annual basis to track progress, changes and outcomes of the planning efforts.

<table>
<thead>
<tr>
<th>Segment</th>
<th>Residents</th>
<th>Visitors</th>
<th>Arts Patrons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>44%</td>
<td>46%</td>
<td>51%</td>
</tr>
<tr>
<td>Along the River</td>
<td>42%</td>
<td>46%</td>
<td>48%</td>
</tr>
<tr>
<td>Neighborhood Parks and Greenway Trails</td>
<td>40%</td>
<td>31%</td>
<td>58%</td>
</tr>
<tr>
<td>Public Buildings</td>
<td>34%</td>
<td>31%</td>
<td>48%</td>
</tr>
<tr>
<td>Roadways, Sidewalks, Bus Stops</td>
<td>33%</td>
<td>28%</td>
<td>50%</td>
</tr>
<tr>
<td>The Northside of San Antonio</td>
<td>31%</td>
<td>16%</td>
<td>39%</td>
</tr>
<tr>
<td>Within Arts &amp; Cultural Districts</td>
<td>25%</td>
<td>22%</td>
<td>42%</td>
</tr>
<tr>
<td>The Southside of San Antonio</td>
<td>23%</td>
<td>15%</td>
<td>34%</td>
</tr>
<tr>
<td>Airport</td>
<td>23%</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>The Westside of San Antonio</td>
<td>21%</td>
<td>14%</td>
<td>35%</td>
</tr>
<tr>
<td>The Eastside of San Antonio</td>
<td>18%</td>
<td>13%</td>
<td>31%</td>
</tr>
<tr>
<td>Not interested in seeing more</td>
<td>11%</td>
<td>9%</td>
<td>4%</td>
</tr>
</tbody>
</table>
COMMUNITY FEEDBACK

The City hosted multiple community work sessions and attended dozens of community meetings in preparation of this plan over the period of 2016-2018.

PLAN OBJECTIVES

1) Equity
   • Create a rich environment for sustainable arts and culture to thrive, where all cultural traditions and expressions are respected, celebrated, and equitably resourced.
   • Preserve and promote the cultural history, heritage, and authentic culture of San Antonio.

2) Economic Development
   • Keep and attract artists to our community through our commitment to artistic vision and talents by maintaining openness and transparency.

3) Accessibility
   • Enhance accessibility of the arts and cultural programs for residents and visitors to maintain the vibrancy of our 21st-Century city.

4) Innovation and Collaboration
   • Encourage innovation and collaboration by practicing inclusiveness and emphasizing common goals.
   • Enable greater collaboration among organizations to support and increase high-quality, sustainable experiences.

STRATEGIES

Each focus area has a complete plan for the strategies included.
FOCUS AREA 1 – FILM STRATEGIC PLAN

The City of San Antonio’s Film Strategic Plan is the culmination of community strategic visioning and implementation sessions to identify what needs to be done over the next five years to redefine the role of the San Antonio Film Commission and its support of the film industry. Passed unanimously by City Council in October 2016, identifies three core strategies all with the overarching goal to make San Antonio one of the top production-friendly cities in the US by celebrating its locations and cultural diversity while supporting the film industry with effective infrastructure, funding, marketing and professional development opportunities.

The strategies established in the Film Strategic Plan are as follows:

Strategy #1: Ensure state and local film incentives are nationally competitive
This strategy supports the objectives of Economic Development and Collaboration and Innovation, with the implementation of a 7.5% local incentive separate of the State of Texas’ incentive that is open to all filmmakers who meet guidelines focused on providing jobs to local film crew members, showcasing San Antonio and all of its diverse locations, and supporting the local economy through services and resources needed to produce films. The incentive remains the strongest incentive in the State of Texas and has attracted productions to the San Antonio area, productions that may not otherwise have filmed here and/or provided jobs to locals.

Strategy #2: Invest, develop and maintain workforce and infrastructure needs
Economic Development, Collaboration and Innovation and Accessibility, all play an important role in ensuring multiple network and studio projects are able to film simultaneously and continuously in town with more than one state-of-the-art production facility in use. Examples of this strategy in action is the Film Commission’s continuous collaboration with the City owned SA-CAN studios to help ensure filmmakers – specifically those based in San Antonio – have access to the advanced equipment and space the studio offers for no or a heavily discounted charge. Hosted workshops with translatable job skills and free listings on the Film Commission’s Production Directory not only help elevate the skill level of local crew, but have also proven to help local crew and cast members secure paying jobs.

Strategy #3: Enhance marketing to increase business opportunities and build a strong film culture
All Cul-TÚ-Art objectives of Equity, Economic Development, Collaboration and Innovation, and Accessibility are met in the final strategy of the Film Strategic Plan. The Film Commission’s newly developed Film Festival Funding program provides funding for nonprofit local film festivals that provide workshop opportunities for locals, a program being requested by other Film Commissions to replicate. FilmSanAntonio.com, a #Filmsa e-newsletter, FilmSanAntonio social media accounts, and marketing collateral bring the Film Commission to the 21st century, making information readily available to locals to inform their skills and job opportunities. These avenues also promote San Antonio’s diverse locations, with an emphasis on locales that are significant to the city’s rich culture, history and heritage.

The Film Strategic Plan was reviewed by the San Antonio Arts Commission August 16, 2016 on and approved by City Council on October 13, 2016. The full Film Strategic Plan may be found online at www.filmsanantonio.com.
FOCUS AREA 2 – CENTRO DE ARTES PLAN

Centro de Artes Gallery’s mission is to be an institution dedicated to telling the story of the Latino experience in the U.S. with a focus on South Texas through local and regional art, history and culture, and dedicated to sharing the transnational experience of Latinos in the U.S.

The Department of Arts & Culture began managing exhibits and programming within the Centro de Artes Gallery in FY17 to achieve this mission. Exhibits showcase San Antonio and regional Latino artists and Latino-themed artworks. The gallery is open to the public free of charge Tuesday – Sunday, 11AM – 6PM. Over a six month period, the Department of Arts & Culture developed a Centro de Artes Strategic Plan with significant community input. Our implementation of the Strategic Plan supports the all four of the Cul-TU-Art Plan Objectives.

Centro de Artes exhibits – showcasing local and regional Latino artists – support the Equity Objective to create a rich environment for sustainable arts and culture to thrive, where all cultural traditions and expressions are respected, celebrated, and equitably resourced. Focusing on Latino arts, history, and culture preserves and promotes the cultural history, heritage, and authentic culture of San Antonio. Further, the Strategic Plan commits to selecting artists that ensures equity for all: multi ethnic (ex. Afro-Latino), ages, abilities/disabilities, sexual orientations, genders, and gender identities.

Showcasing local Latino artists supports the Economic Development Objective to keep and attract artists to our community through our commitment to artistic vision and talents. Additionally, with the release of a Call for Exhibits approved by the Centro de Artes Committee we maintain openness and transparency in our processes.

Centro de Artes is open six days a week free of charge, which supports the Accessibility Objective to enhance accessibility of arts and cultural programs for residents and visitors.

The Centro de Arts Vision includes requirements for a multidisciplinary approach and inclusive community access and engagement. This vision will be achieved through the Call for Exhibits, which supports the Collaboration and Innovation Objective by encouraging innovative collaborations of curators, artists, and local arts agencies in our exhibits and programs. The Centro de Artes will work with the City’s Office of Diversity and Inclusion, local arts organizations, LGBTQIA service organizations, and multi-disciplinary Latino focused arts organizations to enable greater collaboration and increase high-quality, sustainable experiences.

The Centro de Artes Plan was approved by the San Antonio Arts Commission February 2017 and the Centro de Artes Committee was created April 2017.

The full Centro de Artes Plan may be found in the Exhibits section of this plan and online at [http://www.getcreativesanantonio.com/CulTUArt](http://www.getcreativesanantonio.com/CulTUArt).
FOCUS AREA 3 – ARTS AGENCY FUNDING

The goal of Arts Agency Funding provided by the City of San Antonio Department of Arts and Culture (DA&C), is to invest in arts and cultural programs that deliver authentic, excellence, innovation and engage audiences in the unique experience of San Antonio. To achieve this goal, the Department has designed programs that support a wide range of arts and cultural organizations to collectively animate the economic vitality of the arts for our diverse community.

Source of Funding: The Arts Funding Programs are supported by the Hotel Occupational Tax (HOT) and invested to promote and engage residents, visitors and the convention and hotel industry in the San Antonio experience through the creation, encouragement, promotion and exhibition of the arts and culture of San Antonio. Occasionally other funding sources are made available to DA&C and at such time additional awards and funding opportunities can be offered and support projects that otherwise cannot be supported by the HOT Tax.

Peer Cities Review: WHY Group, LLC was engaged to benchmark other cities to identify best practices in establishing effective policies to achieve Cultural Equity. The following cities were selected for benchmarking based upon their similarities to San Antonio in terms of size and demographics:

Table 1: Benchmarked Cities comparable to San Antonio

<table>
<thead>
<tr>
<th>City</th>
<th>Total Population</th>
<th>White</th>
<th>Hispanic</th>
<th>African American</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Antonio</td>
<td>1.36 M</td>
<td>27%</td>
<td>63%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Phoenix</td>
<td>1.47 M</td>
<td>47%</td>
<td>40%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>San Diego</td>
<td>1.32 M</td>
<td>44%</td>
<td>29%</td>
<td>7%</td>
<td>20%</td>
</tr>
<tr>
<td>Austin</td>
<td>0.84 M</td>
<td>49%</td>
<td>34%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Chicago</td>
<td>2.70 M</td>
<td>32%</td>
<td>28%</td>
<td>32%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Source: Statistical Atlas 2017
Table 2: San Antonio compared to other cities using San Antonio’s 2014 Guidelines

<table>
<thead>
<tr>
<th>Issue</th>
<th>Benchmarked Cities</th>
<th>San Antonio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible Agencies</td>
<td>Arts non-profits in City limits</td>
<td>Arts non-profits in City limits</td>
</tr>
<tr>
<td>Funding cycle (contract) length</td>
<td>Average 3 years</td>
<td>2 years</td>
</tr>
<tr>
<td>Minimum experience presenting art and cultural programs</td>
<td>3 years</td>
<td>2 years</td>
</tr>
<tr>
<td>Type of Funding</td>
<td>HOT &amp; General Fund</td>
<td>HOT</td>
</tr>
<tr>
<td>Fed/State Grant Funds</td>
<td>Apply directly and pass thru/re-grant to agencies</td>
<td>Assist with and support agency application</td>
</tr>
<tr>
<td>Provides Technical Assistance Grants</td>
<td>Technical Assistance &amp; Innovation Grants</td>
<td>Technical Assistance &amp; Mentoring Program</td>
</tr>
<tr>
<td>Rental support grants for performances</td>
<td>All provide free rent in city facilities or grants for rent</td>
<td>Free rent only for some agencies leasing city-owned buildings</td>
</tr>
<tr>
<td>Max awards for Community Based Organizations</td>
<td>$5,000</td>
<td>Up to 50% of agency’s operating budget</td>
</tr>
<tr>
<td>Diversity requirements for grantees</td>
<td>All require diversity on their board of directors</td>
<td>Currently does not monitor board diversity</td>
</tr>
</tbody>
</table>

**Collection of Arts Agencies Baseline Survey Results:**

Arts and Cultural Agencies receiving funding through the City of San Antonio’s Department of Arts and Culture responded to a baseline survey. This online survey was conducted by the Department of Arts & Culture via SurveyMonkey and contained 7 questions. It was fielded on September 11, 2017 through September 27, 2017. There were 37 responses.

When asked “What is your organization’s greatest challenge to being a more sustainable organization?” Twenty-five (25) agencies responded that Stable Funding/ Insufficient Money/ Fundraising/Financial Support/Grants were most needed. And, when asked what the City could do to assist with this challenge, half of the respondents stated that they needed more funded and
better administration of grants. The biggest threat to arts in San Antonio was “Lack of Arts Advocacy” and “Lack of funding.”

Chart 1: Agencies self-identified their category as follows:

Finally, “Music Performances” and “Festivals/Fairs” were said to generate largest audiences both at 22%. This is consistent with findings by the Department’s own surveys at Community Events as well as consistent with survey done by Research Now.
ARTS AGENCY FUNDING GUIDELINES OVERVIEW

In order to meet the four Cul-TU-Art Strategic Objectives of Equity, Economic Development, Accessibility, and Innovation & Collaboration, the Department of Arts & Culture (DA&C) has prioritized funding in several categories which have been derived from feedback received from City Council, Artists, Arts Agencies, Arts Patrons, Residents and Visitors. These grants are aimed to support a diverse portfolio of art organizations working across the City of San Antonio in the production of on-going, sustainable, high quality artistic activities.

1. **Festivals** – This grant supports the objectives of Accessibility and Innovation & Collaboration and is an event-based grant available to non-profit arts organizations to further the presentation, production and preservation of arts and cultural programs that are unique to the San Antonio experience. The Festivals Grant is prioritized for funding because Festivals was the highest ranked program requested through the 2017 Department of Arts & Culture Community and Visitor Survey. Additionally respondents to the Arts Agencies Baseline survey said festivals generate the largest audiences at 22%.

2. **Artist Re-granting** – The San Antonio Arts Commission, in its Vision for Cul-TU-Art prioritized “...create economic conditions where artists & the arts thrive.” This grant supports the objective of Economic Development and are available to non-profit arts organizations whose mission is the funding of local professional artist advancement. The goal of the Artist Re-granting program is to enhance both the creative vitality of our community and the awareness that San Antonio is an excellent destination for artists of all genres to live and work.

The Artists Re-Granting Program provides funding to eligible artist granting organizations for the sole purpose of expanding their granting opportunities to San Antonio artists, with the specific intent of expanding the artist’s professional development through their creation of new works. Organizations that provide artists grants are only eligible for Artist Re-granting funding and are not eligible for Cultural Specific or Base Operational support. Regranting entities will also be able to provide Equity support to arts organizations in the areas of advocacy, education, development, marketing and strategic planning either directly or through grants.

3. **Capacity Building** – This program supports the Objectives of Economic Development and Equity, and is intended to assist arts organizations with administrative capacity, in various forms such as: technical knowledge, marketing assistance, marketing plans, strategic plans, and other development to perform effectively, efficiently and sustain this performance over an extended period.

4. **Cultural Specific Support** – This operational grant supports the Objectives of Accessibility and Equity and is intended to provide funding for organizations whose specific mission includes promoting, preserving and enhancing the identity and character of a specific Cultural Community and/or cultural heritage and are the primary presenter of the work. These grants are calculated on a percentage of the organization’s operational expense budget and are only
available to arts organizations whose mission is specific to women and minority communities as defined in the Guidelines and tracks along the City’s Small Business Economic Development Advocacy Policy.

Additionally, the Department of Arts & Culture Community and Visitor Survey conducted by Research Now in 2017 indicated that more than two-thirds of all survey participants are interested in programming and events that celebrate three specific cultures: Mexican/Latino (67%), Indigenous/Native American (66%) and women (65%).

5. **Base Operational Support** -- This operational grant supports the Objectives of Equity, Accessibility, Collaboration & Innovation and will assist arts and cultural organizations with general operating expenses of arts programming for the citizens of San Antonio. Organizations funded in Base Operational Support must demonstrate high quality arts programming, operate with professional management and artistic staff, have a track record of stable operations, have a policy on payment of Professional Artists, provide a Board Diversity Plan or record of Board diversity, ensure their events are accessible to underserved populations, demonstrate a positive impact on the community through positive audience engagement, collaborate with other arts or community organizations and demonstrate artistic excellence and innovative programming. These grants are calculated on a percentage of the organization’s operational expense budget and are prioritized for small organizations.

A historical review of funding for the arts in San Antonio reveals that in the past 10 years, Hotel Occupancy Tax revenues have increased. The percentage invested by the City on large (operational budgets over $3M), mid-size (operational budget between $1M-$3m) and small arts agencies (operational budgets below $1M), has remained relatively constant, however, ten more organizations have joined the ranks of “small” category in the past 10 years compared to 1 large and zero mid-size, which increases competition for resources for those small organizations to a greater extent.
A historical review of capital funding provided to arts agencies also reveals significant investment by the City of San Antonio in certain city-owned arts institutions. This has significantly helped large mainstream institutions to grow and thrive. Those benefitting the most are the Witte Museum, Tobin Center for the Performing Arts, the DoSeum, the Briscoe Western Arts Museum and Guadalupe Cultural Arts Center. These investments represent strong stabilizing institutions for the community.

Arts Agency Funding Guidelines were approved by the Arts Funding Committee on December 12, 2017 and the San Antonio Arts Commission on February 13, 2018.

City Council adopted the Arts Agency Funding Guidelines February 15, 2018.

Full Arts Agency Funding Guidelines may be found online at

FOCUS AREA 4 – PUBLIC ART

I. Purpose of the Public Art Strategy and Plan

Update the public art program with input from the community and art professionals to develop recommendations that will serve to expand the programmatic vision and develop strategies for its implementation using the city’s one percent for art funding policy.

II. Collected Input from Community Engagement

Public art strategies for the 2018 Cultural plan were developed based upon a combination of professional and community input meetings, including the following:

- SAAC & PAC - Briefing/Approval Items related to Policy Updates, and CulTUArt public art strategies
- Tricentennial Commission
- Curatorial Committee (bi-monthly meetings during 2018)
- Public Art Consultant - Gretchen Freeman (Spring 2017), recommended:
  - Establishing a multi-year work plan that is built upon community engagement and curatorial expertise
  - Leveraging pooled public art funds to achieve greater impact and greater access
  - Increasing creative control of program direction, allowing freedom for innovation and focus on public art best practices
- Artists - Call for Artists process - public meetings, mentorship program
- Community - Listening Sessions: including curators, cultural workers, designers, property stakeholders, artists, Tri-Chairs, PR and media professionals, leaders of San Antonio’s cultural institutions
- Downtown Stakeholders - Chamber of Commerce, Shops at River Center, River Walk Association, Centro, Hemisfair, Alamo Redevelopment
- Community - CulTUArt Community Survey, 3000+ responses addressing public art questions
- Community - CulTUArt Open Forum held on Public Art Strategies (Dec, ’17)
- City Council - Briefing to City Council Arts, Culture & Heritage Subcommittee
- City Council - Individual briefings with all City Council Districts

Additionally, the department researched and evaluated other adopted public art plans from around the country in order to provide the following recommendations that are unique to San Antonio, including Louisville, Denver, Phoenix, and Fort Worth, among others; and successful and innovative public art programs and models for the display of temporary and touring art from around the world, including Creative Time, the Public Art Fund, Skulpture Munster, Socrates Sculpture Park, Madison Square Park, and the Serpentine Pavilion.
III. Analysis

The 2012-2017 Bond Program was San Antonio’s first bond program backed by a full one percent for art funding policy. The following input has been factored into the recommended public art strategies:

- Project Selection - Increase attention to selection criteria and impact
- Curation – Use a curated approach to guide the planning process and attract artists to participate in public art opportunities
- Community Engagement – Improve relationship with residents & stakeholders communicating the intent and relevance of projects
- Comprehensive Plan - Replace “following the infrastructure” with an informed approach suited to the needs of public art and the city
- Attitude – Public art should be open to changing attitudes and contemporary voices, not just revisit history and heritage
- Teamwork - Collaboration on project delivery will enhance project management and increase professionalism

IV. Approach

Use public art allocation to create a 5-Year Public Art Plan that will be updated with specific projects annually as part of the Capital Improvement Program that is approved by Council.

A series of community engagement sessions determine new Public Art projects with specific locations, scope of work, budget and timeline for completion. The 5-Year Public Art Plan will be amended as needed to reflect changes in funding priorities and address unforeseen opportunities which respond to future scenarios.

The guiding principles for the plan are:

- Activate public art in downtown as well as all ten council districts
- Create a lasting signature that looks towards the future
- Prioritize community engagement, access and participation
- Assure quality in artworks by adding rigor to the approval process, professional management, and stewardship of the art collection
- Do utilize the Pre-Qualified list of artists and art services to promote San Antonio artist community and offer training for emerging artists, but do not be limited by the prequalified list

V. Public Art Policy

In 2001 the City Council established policies and procedures for the Public Art and
Design Enhancement Program and these policies and procedures were revised to include the creation of Public Art San Antonio, the establishment of the Public Art Board, and to the pooling of public art funds.

On September 8, 2011, policies were removed from the Unified Development Code and instead approved in a separate policy through ordinance number 2011-09-08-0743 providing for 1% of eligible capital projects to be included in the capital budget for Public Art.

In 2015, the Public Art Board and Cultural Arts Board were combined to form the San Antonio Arts Commission. A subcommittee of the San Antonio Arts Commission named the Public Art Committee provides curatorial expertise to the Department of Arts & Culture.

VI. Use of Bond Funds
Bond funds for public art are restricted to capital improvement expenditures and must be specific to at least one of the projects listed in the same bond proposition.

● Funds from one proposition cannot be moved to another proposition, however two propositions may have project funds that intersect and work together.
● The cost structure for the proposed 5-Year Public Art Plan meets the requirements for use of bond funds due to the following:
  o Each bond proposition’s pool of public art funds will be used to develop either a permanent artwork or to develop a permanent site improvement to public property that will receive a public art installation.
  o The pooled public art funds will relate to at least one specific project in a proposition, with a funding allowance set aside to pay for a public art installation and/or the removal of an artwork at a specific location included in the appropriate proposition.

VII. Philosophy
Utilizing the pooled public art funding, projects will focus on connectivity throughout the city, creating substantial and character defining artworks impacting the downtown core as well as its surrounding neighborhoods. At least one signature project location will be identified in all city council districts and selected through a rigorous project planning process with extensive community engagement and input. Projects will be implemented following best practices, curatorial guidelines, and professional project management, all overseen by the Public Art Committee, with final approvals by the San Antonio Arts Commission.

The Public Art Committee approved the Public Art Strategy and Plan March 6, 2018 and the San Antonio Arts Commission approved it March 13, 2018.

The Public Art Strategy and Plan was adopted by City Council April 19, 2018 and included strategies for Riverwalk Public Art Garden and Neighborhood Art in all 10 City Council Districts.
FOCUS AREA 5 – MUSIC

BACKGROUND
In February 2016, a City Council Request called for the development of a City of San Antonio music division as well as a local music study and strategic plan. In winter of 2016, the Department of Arts & Culture began overseeing work on a San Antonio music industry study by local music-focused nonprofit San Antonio Sound Garden (SASG). The study process continued through 2017 with three community workshops on February 7, February 27 and March 20 to collect feedback on opportunities and challenges in the local music industry. In addition, a survey of community members who create and produce local music was conducted to evaluate the percentage of income music provides to performers and local music industry economic impact data was collected with the help of Steve Nivin, Ph.D., of St. Mary’s University and the Saber Institute. The study, finalized by SASG in September 2017, includes this data, an inventory of music resources, and interviews with local music experts.

In March 2018, the 11-member Music Committee of the San Antonio Arts Commission held a strategic planning and visioning session. Facilitated by Mary Flanagan with Strategy & Leadership LLC, the session used the music study data as a starting point to identify where the San Antonio music industry should be at the end of five years and to develop key strategies and action items to get the industry to where it needs to be. Using the information discussed and collecting during the strategic planning session, Department of Arts & Culture staff drafted this Music Strategic Plan to guide the activities of the department’s music division.

VISION
A Music Committee half-day visioning session paired with a meeting of a vision statement sub-committee produced the following vision statement for what the San Antonio music industry will look like in five years as a result of this strategic plan.

Vision Statement: San Antonio will have a thriving music economy that embraces its roots and advances opportunity for the next generation.

SUCCESS INDICATORS
The Music Committee identified four key strategies, with corresponding indicators that the strategies are successful, that should be in place within five years if the above vision achieved. The Music Committee approved the Music Strategic Plan on August 6, 2018.

The Music Plan was adopted by the San Antonio Arts Commission on August 14, 2018 and the Arts, Culture & Heritage City Council Committee on August 21, 2018.
FOCUS AREA 6 – CULTURAL DISTRICT FRAMEWORK

In 2005, the State of Texas 79th Legislature, through H.B. 2208 authorized the Texas Commission on the Arts (TCA) to designate cultural districts in cities across Texas. Cultural districts are special zones that harness the power of cultural resources to stimulate economic development and community revitalization. These districts can become focal points for generating businesses, attracting tourists, stimulating cultural development and fostering civic pride.

Goals of TCA’s cultural districts

TCA recognizes that a thriving creative sector is a powerful economic development asset. Cultural district development is one strategy that helps a community boost their economies while realizing other cultural and civic benefits. The outcomes of cultural districts extend beyond the arts and benefit all members of a community. Goals may include:

Attracting artists and cultural enterprises to the community. Artists, cultural institutions and creative enterprises all contribute to a community’s economic potential. Not only do they generate direct economic activity, but artists and creative entrepreneurs infuse communities with energy and innovation.

Encouraging business and job development. Cultural districts can create a hub of economic activity that contributes to the community being an appealing place to live, visit and conduct business. A thriving cultural scene helps an area to prosper when consumers drawn to cultural attractions patronize other nearby businesses. This can result in the creation of new economic opportunities and jobs.

Addressing specific needs of a community. Cultural districts are a highly adaptable economic development approach that allows a community to make use of unique conditions, assets and opportunities.

Establishing tourism destinations. Cultural districts are marketable tourism assets that highlight the distinct identity of a community and encourage in-state, out of state, and international visitors.

Preserving and reusing historic buildings. Some cultural districts are very involved in historic preservation. Adaptive reuse and rehabilitation of older buildings through preservation tax credits can result in structural and façade improvements. These rehabilitated buildings provide opportunities for affordable artist live/work space and new homes for cultural organizations.

Enhancing property values. Successful districts combine improvements to public spaces (such as parks, waterfronts and pedestrian corridors) along with property development. The redevelopment of abandoned properties, historic sites, and recruiting businesses to occupy vacant spaces can contribute to reduced vacancy rates and enhanced property values.

Fostering local cultural development. The establishment of a cultural district provides a focal point for celebrating and strengthening a community’s cultural identity. Cultural districts highlight existing cultural amenities and work to recruit and establish new artists, cultural industries and organizations.

Currently, San Antonio has three TCA designated Cultural Districts: King William, Old Spanish Trail and Zona Cultural.
Main Goals of a Cultural District Program for San Antonio

The City of San Antonio shares the same goals as TCA, however, it is imperative that the appropriate support is provided. Therefore, the City is planning to develop standards and a toolkit for the development of Cultural Districts.

1. **Cultural Tourism** – Package cultural offerings and use as a visitor development tool
2. **Community & Economic Development** – Involving locals to improve their district to meet their needs, making area more liveable and attractive to businesses and residents

WORKGROUP OF CITY DEPARTMENTS/ROLES:

Department of Arts & Culture (DA&C) - Coordinate and bring together arts and cultural agencies and institutional stakeholders and artists. Develop and maintain listings of art assets in the Cultural District. Coordinate with other City Departments. Advise on marketing plans and assist with marketing the District to residents and visitors. Shepard the TCA Cultural District Application through review/support by City Council.

Office of Historic Preservation (OHP) - Coordinate mapping efforts and overlays with historic districts and landmarks and provide information regarding the historic, cultural, architectural, and archaeological resources that make a potential cultural district unique. Oversee necessary reviews with the Historic and Design Review Commission (HDRC). Ensure any Cultural Corridor application complies with required environmental review processes to protect historic resources. Promote Cultural Districts as they relate to and enhance the mission of OHP.

Economic Development Department (EDD) – Attract new investment and strengthen existing businesses. Assist with connecting business owners to the Cultural District applicant. Ensure the interests of Small Businesses are represented in the Cultural District. Advise on Economic Development Tools that might be available for the District.

Planning and Community Development Department- Ensure that all proposed Cultural Districts align with SA Tomorrow Comprehensive Plan and the SA Corridors Plan, assist with mapping and community/neighborhood outreach.

Development Services Department (DSD) - Connect with developer community and advise on Unified Development Code Standards and Requirements that may impact the Cultural District.

Parks & Recreation Department (Parks) - Coordinate activities that may occur in Parks.

Transportation & Capital Improvements (TCI) Department- Provide input on the development of Cultural districts from an infrastructure (streets, drainage, traffic management) perspective. Coordinate capital and other city funds that may already be available for a cultural district area, including: complete streets design, street markings, signage, lighting, pedestrian mobility and general maintenance.
OUTSIDE STAKEHOLDERS (NON-CITY DEPARTMENT)

Organizations that sponsor Cultural Districts such as Community Development Corporations, non-profits, etc.

- Americans for the Arts and Texans for the Arts are advocacy groups that promote the creation and sustainability of Cultural Districts.
- Texas Commission for the Arts designates Cultural Districts and provides Project Grants.
- Visit San Antonio- Market and promote the Cultural Districts to tourists and other visitors.

The Arts Funding Committee oversees the Cultural Districts Program and approved the Cultural Districts Framework Plan on July 2, 2019.

The Cultural Districts Framework Plan was adopted by the San Antonio Arts Commission July 9, 2019.

A draft of the Toolkit and other program info will be posted on the Department’s Website October 1, 2019 once City Council adopts the FY2020 budget which includes funding support for agencies to apply to Texas Commission on the Arts.