



# Cul-TÚ-Art

## **INDIVIDUAL ARTISTS SUPPORT STRATEGIC PLAN**

### **BACKGROUND**

Since 2017, the Department of Arts & Culture has been developing components of its Cul-TÚ-Art Cultural Plan, a coordinated planning document to guide 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.

In February 2018, City Council adopted new 3 year Arts Agency Funding Guidelines that included funding for artists through non-profit agencies. The **Artists Re-Granting Program** was developed to provide 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. Funding under this program is limited to a maximum of \$30,000 per eligible organization. This Funding must be used to re-grant to San Antonio professional artists for expenses related to the creation of new works and said work must be publicly displayed/performed in San Antonio. An Additional \$10,000 will be made available to organizations for providing training and technical assistance to artists who need assistance with education, conferences, travel and travel related expenses. The Technical Assistance Program had previously been managed directly by the Department and was budgeted at \$10,000 total. An organization can utilize up to 20% of grant dollars from DA&C for administrative purposes in overseeing the grant funding and compliance.

In October 2018, two non-profits received contracts under the new 3 year guidelines: National Association of Latino Arts & Cultures and Artist Foundation of San Antonio. Each agency received \$30,000 for Re-Granting and \$10,000 for Technical Assistance. In October 2019, the department was notified that Artist Foundation of San Antonio intended to merge with Luminaria, a contemporary arts festival and that Luminaria would assume the contracts from the Artist Foundation including the Re-Granting and Technical Assistance Contract for FY20, and FY21.

In December 2019, the City received approximately 40 emails from artists requesting more funding for individual artists, including direct grants from the city. Upon review of the request, the City determined an Artist Focus Group was necessary to ascertain the current needs of artists in San Antonio and to assess the existing artists granting programs.

This effort is consistent with the Department of Arts & Culture's overarching [Cul-Tú-Art Plan](#), which sets the vision that San Antonio will be internationally celebrated as a confluence of living arts & authentic cultures and that the City will inspire local participation, inclusion & pride in all of its arts, and create economic conditions where artists & the arts thrive.

## PROCESS

In January 2020, the Department of Arts & Culture began a multifaceted strategic planning process including analysis of the creative economy, a community and visitor survey, past artist programs, the researching of peer cities best practices, and hosting a series of Individual Artist Focus Groups to identify needs, gaps in services, potential new programs and improvements to the current artist regranting and technical assistance programs.

### **The Creative Economy**

Dr. Steve Nivin, Chief Economist with the SABER Institute analyzed the San Antonio Creative Economy for 2018 and found that the total economic impact of the Creative Industry was \$4,828,551,272 which is a 21% increase over 2016. Additionally, total employment in the sector increased 7.23% to 26,684 individuals working in creative industry jobs.

### **Community and Visitor Survey**

In 2017, the department contracted with *ResearchNow* to develop an arts and culture survey among three different segments: residents, visitors to San Antonio in the last 12 months and art patrons. As a part of the Cul-TÚ-Art plan, the department planned to replicate the survey every 2 years. In fall of 2019, the department enlisted *Dynata, LLC*. (*ResearchNow had been acquired by Dynata in 2018*) to replicate the 2017 survey, but added questions related to Performing Arts and Venues in anticipation of the Performing Arts Strategic Plan. The survey, distributed between August 20 and September 16, 2019, used a representative sample of residents and visitors and was also distributed by 45 local arts non-profit agencies to their patrons (a segment called "Arts Patrons" through online and paper surveys).

### *Research Objectives*

- Understand the engagement and participation levels among the different segments
- Measure attitudes and perceptions of the various arts and cultural attractions in the city
- Identify opportunities to enhance arts and cultural offerings
- Understand the various segments' purchase intent / participation intent for attractions
- Understand what programs will be successful and sustainable over time
- Identify any barriers to engagement or participation for any of the arts and cultural attractions

- Identify which arts and cultural attractions are underserved, but growing in appeal or those currently not available in the city

### *Methodology*

In order to obtain statistically significant data that is projectable to the surveyed populations as a whole, a quantitative survey methodology was used.

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.

- A total of 2,919 surveys were completed: 1,035 Residents, 420 Visitors and 1,464 Arts Patrons.
- The survey was available online and in paper format, in both English and Spanish.
- In 2017, 25 agencies participated in distributing the survey. In 2019, 45 agencies participated, an 80% increase in agency engagement.

Key findings of the survey related to the performing arts include:

### *Awareness, Participation and Interest:*

- Regardless of segment, those surveyed are highly involved and supportive of arts and culture in San Antonio – with most attending art events in San Antonio once a year or more.
- Those surveyed feel strongly about how art should impact San Antonio, making the city more competitive amongst peers, stimulating the economy, aesthetically improving public facilities and open spaces, being accessible to the public and connecting neighborhoods while serving a placemaking/placekeeping role to help define the city.

### *Programming:*

- Culturally-specific programming is important to many surveyed. Similar to 2017 findings, more than two-thirds of all survey participants are interested in programming and events that celebrate three specific cultures: Indigenous/Native American (69%), Mexican/Latino (69%), and women (65%).
- Visitor respondents are interested in more family friendly venues and content.
- Surveyed residents cite uninteresting topics and venues as a barrier to attending events.

### **Past San Antonio Department of Arts & Culture Programs**

*StArt Place (2015 -2017) Competitive \$500-\$10,000 grants for events to recognized neighborhood association, a community group, local artist or artist's collaborative or an arts or cultural organization not being funded under the department's core operational programs, or collaboration between any of the aforementioned entities. All artistic genres are acceptable including, but not limited to, visual, place making, performing, media and literary arts. Funds could be used for venue rental, contracted services and artist fees, production expenses, production management, staging, sound and lighting equipment rental specifically designated for the event. This grant was funded by Texas Commission on the Arts*

(TCA) and was discontinued by the department when TCA discontinued the grant to the City. During each of these years, the Department granted an average of \$45,000 under the StArt Place Program.

*Community Arts Access Program (2012- 2013)* provided grants in the range of \$250-\$500 to artists and arts organizations from an approved roster who partner with community-based sponsor organizations to provide neighborhood arts activities. The goal of the Community Arts Access Program was to give San Antonio citizens access to artistic and cultural activities in their own communities. Artists and arts and cultural organizations annually applied for and were placed on the Community Arts Access Program (CAAP) Roster for a period of up to two years. Neighborhood or community-based organizations identified a neighborhood location to host community-based programs and/or performances and book artists or organizations from the published Roster to provide a variety of services, such as teach, perform, and create an artwork or exhibit work. The community sponsor could receive a percentage of the service fee as support and the community sponsor was required to match between 50%-75% of the total artist /organization performance fee. This program was budgeted from Hotel Occupancy Tax 15% for art at \$100,000 annually with a goal of equally splitting the funding between the 10 city council districts.

*Neighborhood Arts Program (2004 - 2009)* was similar to the Community Arts Access Program with grants ranging from \$5,000-\$20,000 and a total annual budget of \$200,000 with a goal of providing each council district with \$20,000 in arts programs.

### **Best Practices Research**

In December 2019, the department engaged a researcher to benchmark other cities to identify best practices in supporting artists.

Specifically, the San Antonio Department of Arts & Culture wanted information on how other cities across the regions support individual artists and what are their explicit policies on direct payment to artists. Researchers identified nineteen cities:

#### Six Large Cities

- Atlanta
- Chicago
- Nashville
- Los Angeles
- New York
- San Francisco

#### Ten Comparative Cities:

- Boston
- Denver
- Detroit
- Miami

- New Orleans
- Philadelphia
- Pittsburgh Portland, Oregon
- Seattle
- Charleston

#### Three Texas Cities

- Dallas
- Austin
- Houston

Using data from American for the Arts (AFTA) as our initial source, we found the following most pertinent statistics related to Public/Government/Municipal Local Arts Agencies:

- 44 percent report that they award grants to individual artists.
- 59 percent report that they provide contracts for services to individual artists.
- 28 percent report that they provide commissions/fellowships/scholarships to individual artists.

Of the nineteen cities that were researched, only one, Boston, was found to provide direct funding for non-project specific work, although its guidelines are extremely unclear. Austin was found to provide funding via a fiscal sponsor or a private entity although San Francisco offers this avenue if an artist so requests. Fifteen cities then were found to fund artists directly. While three cities, Detroit, New Orleans, and Philadelphia, do not provide funding to individual artists at all.

Further, the following five cities were found to be either regional and/or re-granting entities and are supported through additional funding: Charleston (sub-granting entity [per the website]); Miami-Dade (consortium); New York (re-granting entity); Portland (regional) and Pittsburgh (re-granting entity).

During the first phase of exploration, two projects stood out as innovative ways that municipalities are working with artists. Both the City of Los Angeles and Houston are working to support artists to assist in the delivery of public service. Additionally, the City of Dallas provides a program similar to San Antonio's former *Community Arts Access Program*. These programs are described as follows:

*Los Angeles Municipal Creative Catalyst Program* -- Second year of collaboration between the Los Angeles Department of Cultural Affairs (DCA) and the Department of Transportation (DOT) to place one innovation-minded citizen in residence at DOT for contractual employment of two years. A candidate for this position may be an artist, curator, architect, activist or person with similar skillsets in creative production and community organizing. The selected Creative Catalyst is contracted by DCA and receive a \$52,000 stipend over a 12-month period. An additional material budget of \$18,000 is available for two public projects (or one project, manifest in two phases); consider pilot projects which can be materialized for \$7,500 – \$18,000.

The focus of the 2018-2020 residency is to develop ideas, spark culture change, and produce creative interventions related to Vision Zero, a city initiative to reduce and eliminate traffic fatalities by 2025. The success of this endeavor depends on the city's ability to shift public perception, attitudes, and behaviors towards our transportation system, which currently consider traffic deaths as acceptable outcomes of urban mobility. Within DOT's Vision Zero platform, particular attention is concentrated on the most vulnerable members of our mobility context: people walking and biking; older adults; and school-age children.

To serve in this position, creatives are embedded within the DOT and must have a desire to make three kinds of change: ideation (bringing outside-the-box ideas to department discussions), practice (conceive and coordinate creative productions), and incremental reform of the department's internal culture and external policies (culture change).

*Houston Artist Ambassador Program* -- The Artist Ambassadors Program is the City's investment in the careers of Houston artists as well as in the cultural vitality of the region. The program is designed to call attention to the depth and quality of the art being created in Houston and to amplify the work of outstanding Houston artists in varied disciplines each year. This does not seem to be project specific support, but rather recognizes the importance of local artists in the tapestry of the Houston as a whole. Unfortunately, this program not yet launched as still being researched & designed internally so no further information is available.

*Dallas Community Artist Program (CAP)* goal is to provide support and opportunities for ALAANA artists and organizations to teach, perform, and exhibit at host facilities in Dallas Neighborhoods. ALAANA means African, Latinx, Asian, Arab, and Native American. This helps promote cultural awareness, heightens citizen understanding of art forms and celebrates the various traditions that contribute to the composition of this city. Artists apply annually for inclusion in the CAP roster; a review panel recommends artists who are then approved for inclusion in the CAP roster by the Cultural Affairs Commission. Contact amounts with artists range from \$5,000-\$30,000.

There is no guaranteed funding for artists in the CAP roster; their contract funding will depend on the requests received for their services by the Host sites. The Host site requests artists from the roster/directory for community-based programs and performances. Their requests are reviewed and approved based on funding availability. Artists cannot be requested for time periods under 50 minutes. Artists will not be provided for events outside the city limits of Dallas nor for fundraising events. CAP artists will be provided (based on availability) for events that are free of charge and open/available to the public. Artists will not be available for paid or ticketed events.

### **Artist Focus Groups:**

On January 15, 2020, the department hosted its first meeting at the Guadalupe Theater at 6:00 pm with 76 Artists in attendance.

Feedback on existing *Re-granting* and *Technical Assistance* Programs for Artists:

- Not enough money and too few grants
- Lack of transparency and equity in selection process

- Matching funding and Reimbursement Process difficult for Artists

Needs assessment of Artists identified 4 key areas for improvement:

- More Grants
- Space for living, working, etc.
- Education and Professional Development
- Resources and Information

On February 18, 2020, the department hosted a second group of meetings at the Guadalupe Theater at 3pm & 6pm with 63 Artists in attendance. Both meetings covered the same information:

- NALAC & Luminaria addressed feedback on their programs
- Artists developed actionable items for the 4 key areas for improvement to assist in developing a plan and grant program guidelines

**This plan follows the adopted Statement on Cultural Equity:** *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.*

## **RECOMMENDATIONS**

Combining community feedback from all planning sessions and key findings from the survey and best practices research, the Department of Arts & Culture drafted this Plan. This is intended to be a 3 year plan of action.

**VISION:** San Antonio is a place where Artists thrive.

**Goal #1: Increase the amount of grant money available to individual artists.**

- **Strategy #1:** Current Re-Granting and Technical Assistance Program
  - A. Provide all feedback to current Re-Granting Agencies for improvement of their programs.
  - B. Review limits for Re-Granting and Technical Assistance set within the Arts Funding Guidelines for amounts provided to Re-Granting Agencies and potentially update for the FY22-FY24 three year policy cycle.
  - C. Consider revising the Arts Funding Guidelines to allow agencies to receive both Re-Granting and Operational Support in the FY22-FY24 three year policy cycle.
  - D. Develop a Grant and/or Technical Assistance program managed by the Department of Arts & Culture.

- **Strategy #2:** Create a new Department of Arts & Culture managed grant program for individual artists.
  - A. Review best practices of other cities.
  - B. Identify funding for the new grants and staff to manage/oversee the grants.
  - C. Develop Guidelines for Grants and issue new Open Call.
  - D. Investigate consolidating the Local Filmmaker Grant into the new Individual Artist Grant program.

**Goal #2: Develop opportunities for artists to have proper space to live and work.**

- **Strategy #1:** Collaborate with other City Departments on developing spaces for living or live/work
  - A. Research and develop a list of low income/affordable housing specifically for artist.
  - B. Research the feasibility of developing a space co-op program similar to co-ops in New York.
  - C. Assess opportunities to develop tax incentives and funding for people who create long-term spaces for freelance artists.
  - D. Create live/work spaces for artists.
  - E. Help get more studio spaces zoned for live/work and assist artists in meeting compliance.
  
- **Strategy #2:** Connect Artists with opportunities for rehearsal, performance and exhibit space
  - A. Research and discover of under-utilized spaces that already exists. Make these spaces available for low cost or free to artists such as Art//Craft mobile gallery, empty city owned properties, area parks and convention sports and facilities buildings when not being used.
  - B. Identify and recommend the development of incentives for owners to allow private spaces to be used by artists.
  - C. Create affordable, sliding scale, and scholarship space for creators and for exhibits (white box space)

**Goal #3: Provide more education and professional development opportunities for artists.**

- **Strategy #1: Leverage existing resources for professional development.**
  - A. Collaborate with LaunchSA to hold monthly in-person workshops and webinars on various topics specific to the needs of artists such as:
    - Preparing your taxes, copyrights, how to write a CV/ artist statement, marketing for artists, grant writing, preparing a budget, monitoring a grant, and grant reporting
  - B. Develop a “knowledge-share” reciprocal program that offers assistance for artists to attend professional development opportunities (in broad terms). Upon artist’s return, they would lead a workshop, sharing the information, theories, and practices they learned.

- **Strategy #2: Create more opportunities for professional development.**
  - A. Investigate national programs like NYFA and Creative Capital to provide education, workshops and networking.

**Goal #4: Connect artists with resources and information.**

- **Strategy #1: Online Art Resources Directory**
    - A. Develop and host an artist and art organization searchable database where artists can self-register their profiles, upload their CVs, artist statements, past work, work they'd like to do/interested in, and their openness to collaborate or mentor.
    - B. Host a resource fair/convention that is free and open to all artists where vendors of resources such as affordable housing and space, insurance, supplies and other needs, both city and private, have booths to educate about their services. A catalog of resources could be compiled as a takeaway.
    - C. Create a clearinghouse of local funder organizations and develop a notification process for non-city artist grant opportunities.
  
  - **Strategy #2: Develop Platforms for Dialogue**
    - A. Host or develop quarterly incubator and networking programs and opportunities in San Antonio.
    - B. Develop public/private partnerships with businesses in these sectors (banks, hotels, healthcare providers, etc.) to create artist assistance programs
-