

# Executive Summary

## Introduction

The citizens of Broward County have been engaged in a conversation with the arts and culture community about their needs and wants since Spring 1998, in an effort to influence the development of the culture sector as an important societal force in the County. Because the demographics of the County are shifting and the population is growing west of I-95, the chief message from citizens is >recognize our varied needs and make it possible to enjoy the arts and culture in our neighborhoods as well as downtowns.=

From within the culture sector there is a great desire to serve the County at large. This raises the question of the maturity and sufficiency of resources, including human, financial and facilities, that comprise the cultural assets of Broward County. A relatively young county, Broward County has pioneered a number of developmental approaches to arts and culture B through the Broward Cultural Affairs Council (BCAC), the County has provided a strategic support base for regional organizations alongside emerging organizations; the County has supported cultural tourism to great effect; and the County has assisted the community in developing its major cultural facilities.

As an arts and culture sector matures and reorganizes in response to its community, the developmental needs of the sector change as well. In order to serve the diverse and growing population of Broward County, the culture sector now needs the County government and the community at large to commit to additional leadership; partnership between the culture sector and other sectors; availability of working capital; and capital investment in long-term financial assets and facilities.

With additional resources in hand, the arts and culture sector can strengthen its essential role within the societal fabric of Broward County. It exists to educate and inform citizens about the arts and culture, to bring beauty and truth to the daily lives of many, and to provide a vehicle for self-expression and mutual understanding among the many faces of Broward County.

The Community Cultural Planning process shepherded by the Broward Cultural Affairs Council, solicited not only the anecdotal input of citizens, but factual data as well (such as an Economic Impact Study, Random Household Survey, and Analysis of Public/Private Support for the culture sector) to guide the determination of implementation plans to respond to the wishes of the community. The plan both captures the aims and intentions of the community as well as focuses on specific actions to be undertaken.

Chief among the priorities for action in the Community Cultural Plan are B

- ⌘ **Develop >ArtsParks= and related facilities throughout the County parks system. (1.1)**
- ⌘ **Expand opportunities for local artists and develop artists= live/work districts. (3.6, 1.4)**

- ⌘ **Create a continuum of arts education activities for all ages. (2.2)**
- ⌘ **Develop culture programs in neighborhoods. (2.1)**
- ⌘ **Designate Riverwalk as a regional arts and entertainment district. (1.2)**
- ⌘ **Identify the County=s historic sites through a series of cultural markers. (1.5)**
- ⌘ **Expand management assistance and leadership development opportunities for arts and culture organizations. (3.1, 3.2)**

While several of these actions are programmatic in nature (the extension of arts education activities and creation of neighborhood arts programs), all require a further, logical investment in >growing= the cultural capital of Broward County in order to achieve greater social gains. Both the private and public sector will be asked to examine their valuation of the contribution of arts and culture to community life and to increase their financial support.

The arts and culture sector in Broward County has advanced to the point of deserving further commitments of leadership from across the County and full consideration in decisions about the future. Thus in order to accomplish the above priority actions, the Community Cultural Plan also calls for a new way of doing business within the culture sector, emphasizing the need to build strategic alliances with other sectors and the need for a coalition of citizens to advocate the important social role of culture. The Plan recommends that BCAC form essential partnerships with a number of entities, including the Cultural Foundation, the proposed Cultural Consortium, and the Community Foundation of Broward.

#### Planning Process

The community cultural planning process commenced in Spring of 1998. Bay Consulting Group (BCG) of San Francisco was commissioned to work with the community at large to define a comprehensive plan for the future. In the *public inquiry phase* of the planning process, BCG met with several hundred members of the community, municipal and County leaders, artists, arts and culture organization leaders, and leaders from other sectors. Individual interviews were conducted as well as focus group sessions and public meetings.

An *economic impact study* was performed for Bay Consulting Group by the Economics Research Group, Center for Economic Education, University of Cincinnati, in October, 1999. BCG collected data from grantees of BCAC and produced an *analysis of support for organizations*. In addition USA Poll of Broward County conducted a *random household survey* for BCG to measure widespread community endorsement of actions set forth in the plan.

A major aspect of the community cultural planning process was an analysis of cultural facilities and the investigation of the need for community cultural centers. This study was performed by Auerbach+Associates of San Francisco, resulting in two reports titled *Report of Findings, Broward Needs Assessment* and *Community Cultural Center Report B ArtsParks in Broward County and Conceptual Program for Prototype ArtsParks*.

Throughout the planning process, Bay Consulting Group worked with a *steering committee* appointed by BCAC. Bay Consulting Group also benefited from the council of *ad-hoc task force meetings* for their reaction to emerging strategic directions in the plan. The Broward Cultural Affairs Council reviewed the initial *plan drafts* and approved *final plan recommendations* upon its submission in November, 1999.

### Plan Structure

The plan's recommendations are divided into six major headings:

- 1 Expanding cultural offerings across the County**
- 2 Ensuring a continuum of arts education activities for County citizens**
- 3 Creating a vital arts and culture presence in the County**
- 4 Increasing awareness and utilization of arts and culture assets**
- 5 Ensuring impact of the culture sector, and**
- 6 Generating greater resources and financial support for the arts.**

Each chapter begins with a description of the community *context* that pertains to the recommendations. The *overriding goal* for each chapter is stated as well as *aims* expressed by the community. These are followed by *recommended actions* with an explanation and identification of appropriate implementers and strategic partners for each action. At the end of each chapter an *implementation grid* summarizes the actions, partners and collaborators, appropriate start date, estimated cost and recommended source of funds for each recommended action.

The plan is followed by an *organization chart* that shows proposed cultural entities and relationships and a timeline of new financial resources needed.

*Appendices* include B

- ✧ *Community Needs Assessment*
- ✧ *Economic Impact of Cultural Organizations on the Broward County Economy*
- ✧ *Cultural Facilities Report*
- ✧ *Public/Private Support Analysis*
- ✧ *Random Household Survey, and*
- ✧ *Public Policy Recommendations*

### Community Cultural Plan Mission Statement

The following mission statement was adopted by the BCAC Steering Committee after the public inquiry phase to guide the work of the planning process:

*Create a rich network of activity throughout Broward County anchored by a major downtown arts and entertainment district that is linked by organized transportation to gathering places throughout the County. Foster participation of residents through alliances between arts and*

*culture, education and social service sectors; attract residents and visitors alike with a dynamic landscape of arts and culture activities.*

## **Expanding cultural offerings across the County**

### **Community Context:**

Broward County is the 16<sup>th</sup> largest and among the top ten fastest growing counties in the US. Its culture sector has experienced rapid development as well, led by the public efforts of the Broward Cultural Affairs Commission and forward-looking guidance of a cultural plan written in 1988. In 1991, the Broward Center for the Performing Arts was built to showcase the regional organizations that County residents share with the south east coast of Florida, including Florida Philharmonic Orchestra, and the Florida Grand Opera. The County is also home to the Museum of Art, the Museum of Discovery and Science, and the Fort Lauderdale International Film Festival. The city of Hollywood is also actively supporting the burgeoning of its downtown arts district.

However, these excellent cultural amenities all exist east of I-95 while the rapid growth of Broward County is expected to continue unabated into the next century to the Northwest and Southwest quadrants of the County. At present, the growth areas which are west of I-95, have few cultural facilities, creating a pressing need to develop and locate new facilities for arts and cultural activity that reflect population shifts to the west.

In response to the *Random Household Survey*, residents expressed a clear sense that arts and entertainment are a major part of the quality of life in Broward County (78.2% agreed) and that residents would benefit from year-round cultural activities at parks throughout the County (92.7% agreed, with 69.9% strongly agreed). While two-thirds of the sample claimed they would attend more cultural events if they were held closer to their homes, an equal number agreed that the Riverwalk area of downtown Fort Lauderdale should be the arts and entertainment center of Broward County. There was clear agreement among residents about the need for a museum dedicated to the unique history of South Florida; however, there was divided opinion about the need for an additional performing arts venue.

### **GOAL: Expand cultural offerings across the County for residents and visitors alike.**

#### **Aims:**

- ☞ Provide cultural services throughout the County
- ☞ Reflect the cultural diversity of the County=s citizenry
- ☞ Preserve and protect the cultural heritage of the County

## **Actions:**

### **1.1 Develop ArtsParks and other related cultural facilities throughout the County**

- ❑ Assist the City of Pompano in completing its existing outdoor cultural facility
- ❑ Work with other communities, particularly Delevoe and Weston, in developing ArtsParks or other facilities, as appropriate

The *Cultural Facilities Report*<sup>1</sup> recommends establishing Aartsparks@ throughout the County. These multi-use facilities will serve as community gathering spaces as called for in the Identity/Vision Committee Report.<sup>2</sup> Intended to be developed by individual communities within municipal or county jurisdictions, facility design will vary by location (see Appendix C, *Cultural Facilities Report* for potential program design). Interest in developing an ArtsPark has been expressed by the communities of Delevoe, Pompano and Weston.

The concept of ArtsParks is a powerful response to the need for cultural amenities throughout the county. By designating parks as sites for cultural activity with space for workshops, classes, exhibitions and performances, a means is created to stimulate community cultural programs in natural settings that already attract community participation. Small performance (seating 300 to 500 people) and exhibit spaces that can be used by a wide range of community-based groups as well as individual artists, for exhibition, rehearsal and public performance do not currently exist and can be usefully situated within the Aartsparks.@

Implemented in conjunction with the County and municipal Parks and Recreation Departments, a group of ArtsParks in Delevoe, Pompano and Weston could initiate a network of venues, related to the central cultural districts, that would stimulate greater participation in cultural activities while providing a series of exciting and compelling venues. With the interest of the Florida Philharmonic in Weston, an ArtsPark might in due course rival such established indoor/outdoor venues as Wolftrap Farm Park, Ravinia or Tanglewood. The opportunities presented by >ArtsParks= should be reflected in the upcoming bond issues for County parks.

**Implementers/strategic partners:** *BCA, County and municipal Parks and Recreation departments, Community of Delevoe, cities of Pompano and Weston*

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<sup>1</sup> Appendix C: *Cultural Facilities Report*, a 3-part study prepared by Auerbach + Associates in December, 1998.

<sup>2</sup> The *Identity/ Vision Report* was prepared in March, 1999 by an ad hoc committee appointed by BCA.

## **1.2 Officially designate Riverwalk as a regional arts and entertainment district**

- Support cooperative programming and joint marketing, signage and wayfinding to make it attractive to residents and visitors alike

Access to cultural offerings for both residents and visitors will be further stimulated by the creation of an official Cultural District along Las Olas Boulevard and 2<sup>Nd</sup> Avenue in Fort Lauderdale. Highlighting the wide range of existing cultural amenities in the downtown area of Fort Lauderdale, the Cultural District will allow visitors to arrive from hotels or the convention center by water taxi and access major performing arts venues and museums. Similar Cultural Districts exist in a number of other cities where they have proven to raise the visibility of arts and culture to attract tourists as well as provide greater access for local residents.

**Implementers/strategic partners:** *Downtown Merchants, Downtown Development Association, Riverwalk Inc., Chamber of Commerce, district cultural organizations, City of Fort Lauderdale, BCA*

## **1.3 Develop a master plan for a new performance venue to meet the needs of resident and regional companies**

- Provide construction and operational funding from County and private sources

The extraordinary growth of the community=s resident and regional performing arts companies, and the continued importance of Broward County as a market for touring Broadway shows, have created extremely difficult scheduling problems at the Broward Center for the Performing Arts. It is increasingly hard for regular performance dates to be secured by the Florida Philharmonic Orchestra, Florida Grand Opera, Miami City Ballet, Concert Association of Florida and other local organizations. This situation poses serious marketing, financial, and artistic challenges for companies that were to be showcased in the Broward Center. The new multi-hall performing arts center being built in Miami, and the possibility of a new concert hall in Boca Raton, will pose serious potential competition for the services of these important companies, unless their critical performance space needs are met in Broward County.

**Implementers/strategic partners:** *Broward County Commissioners, Broward Center Authority, BCA*

## 1.4 Complete the designation and development of artists= live/work districts in Hollywood and Ft. Lauderdale

- G Preliminary work has been begun by the cities of Hollywood and Ft. Lauderdale, ArtSpace, Inc. and BCA to develop artists= live/work districts in those cities. This should be accelerated now that county library needs have been provided for; the next push in the community can be for arts and culture related facilities.

In every facet of the cultural planning process, participants stressed the importance of developing a stronger and more diversely located infrastructure of artists= support services and live/work space. AA focus needs to be placed on new residential housing downtown, and housing and workspace for artists.@... @There is a need for grassroots space for visual artists, a need for teach/work space that accommodates people with disabilities.@Y AFacilities for [teaching] dance are most limitedY [Artists] need places to work that are accessible to children in the poor neighborhoods--there are some extremely talented children in all parts of the community.@ Y AThe artists are here, they need to be cultivated.@

In Broward, there is a pressing need for artists= housing and space in which to make original work, whether in the visual or performing arts. Examples of Artists= Communities that include housing, as well as technical facilities and equipment, abound across the country. Some distinguished communities of this type are located in rural areas. Others, more recently established, are located in urban areas and often encourage innovative cross-disciplinary work (The Mattress Factory in Pittsburgh, the Fine Arts Work Center in Provincetown, The Bemis in Omaha and the Yellow Springs Center in Pennsylvania).

**Implementers/strategic partners:** *Cities of Hollywood and Fort Lauderdale, ArtSpace, Inc, and BCA*

## 1.5 Honor and identify the County=s historic sites

- Create appropriate markers, banners, and maps, Ensure technical assistance, develop programming, and explore the development of a world-class historical museum

As recommended by the Identity/Vision Committee, historic sites should be recognized by establishing a trail throughout the County marked by signage and banners with trail maps available at informational kiosks and visitor centers.

**Implementers/strategic partners:** *Broward County Historical Commission, Old Fort Lauderdale Museum of History, BCA*

## Expanding cultural offerings across the County

### Implementation of actions

#### 1.1 Develop Arts Parks and other related cultural facilities throughout the County

Implemented by: BCA, County and Municipal Parks and Recreation Departments		Partners/collaborators: Community of Delevoe, Cities of Pompano and Weston, private and corporate sectors
Start in: 2001-2003	Cost: \$15 million for 3 facilities (each 22,000 sq ft /\$225 per sq ft excluding land)	Source of funds: County and municipal funds, Parks bond issue, FAC cultural facilities grant program, private and corporate sector support

#### 1.2 Officially designate Riverwalk as a regional arts and entertainment district

Implemented by: Riverwalk, Inc.		Partners/collaborators: Downtown Development Association, Riverwalk Inc., Chamber of Commerce, district cultural organizations, business sector, City of Fort Lauderdale, BCA
Start in: 2001	Cost: \$160,000 as per business plan	Source of funds: City funds, County design arts grant (see 4.2), corporate sector support

#### 1.3 Develop a master plan for a new performance venue to meet the needs of resident and regional companies

Implemented by: Broward County Commissioners, Broward Center Authority, BCA		Partners/collaborators: Cultural Consortium (see 5.5), resident/regional performing arts companies
Start in: 2002	Cost: \$25,000 feasibility study; \$75,000 Master plan	Source of funds: Broward County funds, Florida Arts Council, regional and national foundations, private and corporate sector giving

#### 1.4 Complete the development of artists= live/work districts in Hollywood and Ft. Lauderdale

Implemented by: Cities of Hollywood and Fort Lauderdale		Partners/collaborators: Art and Culture Center of Hollywood, ArtsSpace, Inc., BCA, Cultural Consortium, Broward School District, individual artists, private developers
Start in: 2000	Cost: \$6 B \$8 million	Source of funds: Hollywood and Fort Lauderdale

#### 1.5 Honor and identify the County=s historic sites

Implemented by: Broward County Historical Commission, Old Fort Lauderdale Museum of History, BCA		Partners/collaborators: Municipalities and municipal history organizations, State Bureau of Historic Preservation, National Register of Historic Places, neighborhood associations
Start in: 2001	Cost: \$100,000 per year	Source of funds: Government grant funding, private sector donations

# Ensuring a continuum of arts education activities for County citizens

## Community Context:

There was little doubt among participants in the planning inquiry that cultural activities can be of enormous benefit for young people, and that more needs to be done to provide constructive activities to engage students, both in-school and after-school. Typical comments were: AThere are too few activities for young people aged 11 - 14. They seem to get lost in the system. This leads to a lack of focus for teenagers, and they are becoming known as >mall rats.=@ AWe need to have children engaged in more fruitful activities such as after-school programs.@ AIf we want our children to be safe, we should do more in the area of developing programs to keep them busy between the hours of 3 and 8pm, when most juvenile crime is committed and when most juveniles become victims of crime.@

An overwhelming majority of respondents to the *Random Household Survey* favored more art education for both children and adults, especially the at-risk and underserved populations. (86.7% agreed). There was a clear mandate to provide regular classes in art, music and theater for children and to provide all children the opportunity to visit museums and attend concerts and theater events.

A persistent question in the planning inquiry was AHow can we get the arts to move out of downtown Fort Lauderdale and into more neighborhoods throughout the County?@ Similar opinions were articulated in the interviews undertaken for the Cultural Facilities Report: ATo many, it is a matter of community identity, as much as it is a belief that the exceptional facilities and programs available in nearby Fort Lauderdale are not accessible to the average resident.@ It is also recognized that programs are needed in neighborhoods so that participatory arts activities can take place closer to home, particularly those programs targeted at youth and other under-served.

## GOAL: Ensure a continuum of arts education activities for residents throughout the County

### Aims:

- ☒ Expand arts education activities for pre-K through seniors to enhance individual quality of life
- ☒ Foster municipal-based programs for youth, families, and seniors

### Actions:

#### 2.1 Support the development of neighborhood and community-based culture programs by municipalities

- ☐ Encourage regional program and funding collaborations among municipalities

- Encourage corporate participation and increased BCA funding to expand and enhance the quality and quantity of arts and culture activities in municipalities

Allow neighborhoods and municipalities to purchase arts and culture services that will address community needs in such areas as health, social services and juvenile justice. The proposed Broward Media Center (see 2.4) could serve as a focal point for municipal programming.

**Implementers/strategic partners:** *Municipalities, County Cultural Forum (see 5.1)*

## **2.2 Create a continuum of education activities (in-school, after-school and adult education) for pre-K through seniors, particularly at-risk and underserved populations**

- Foster and support collaborations between community social service, education, and cultural organizations to develop quality programs
- Develop greater funding, expand the delivery of technical services and professional expertise, encourage collaborations, and ensure necessary program coordination

Work with existing BCA partners such as Community Arts & Education/Innovation Zones, Weed and Seed Program, Area Agency on Aging, and FAU's Lifelong Learning program to expand learning opportunities for all ages. Support joint programs between social service providers (including municipalities) and artists or arts organizations that provide arts experiences outside the school day such as job training, mentoring or apprenticeships for youth. For adults, job training or genuine participation in art making should be emphasized.

Many cultural organizations have developed sustainable programs of tremendous effectiveness in this area. For example, Point Breeze Performing Arts Center in south Philadelphia, founded in 1983, provides after-school and summer instruction in the performing arts. All of the 49 staff members are community artists and educators. The program allows students to draw on their own experience and research a topic (such as African-American poetry) to create original work. Many such programs are featured in *Coming up Taller*, a compendium of community cultural programs for at-risk youth compiled by the President's Commission on the Arts and Humanities.

**Implementers/strategic partners:** *School District, Broward Coordinating Council, social service providers, municipalities, BCA*

## **2.3 Establish an arts education coordinating program to improve community outreach and arts education capabilities of cultural organizations**

- Provide professional expertise and funding to achieve collaborations in the delivery of services
- Encourage cultural organizations to establish outreach and arts education positions on their staffs
- Facilitate collaborations among cultural and educational organizations to develop in-school programs and satellite schools

The challenge of a community-wide arts education program is so great as to be beyond the current capabilities of existing institutions. Local cultural organizations generally face financial challenges which place education and outreach programs low on their list of institutional priorities. It

is extremely difficult, therefore, for new needs to be identified, new programs developed, or effective collaborations created. Existing arts education programs of BCA have encouraged some of the community=s most successful projects; the Annenberg Challenge is seeking collaborations between cultural organizations and local public schools. However, the need for greater reach, creativity, and efficiency can be met only through a greater investment of funds, talent, and institutional commitment. Such an investment can be made in either existing BCA arts education program, or in a new non-profit organization dedicated solely to meeting this challenge.

**Implementers/strategic partners:** *BCA, Cultural Foundation of Broward, Broward County Film Society, Broward Alliance, School District*

## **2.4 Establish a Media Center for skills and job training**

Among those artforms that is not actively present in the County is media, (i.e. work in film and video production which has both artistic and commercial applications). On the other hand, technology and its many possibilities are a priority of County government. Technology and media capture the minds of youth (and all ages) as well. A >Media Center= can be developed in Broward County that provides access to technology for its users as a means to cultural expression and a valuable training ground in job skills. The Media Center can be housed at the central library or other donated space. Aspects of the Media Center can be distributed throughout the County in >technology parks= as sponsorship and resources permit.

**Implementers/strategic partners:** *media artists, municipalities, foundations, corporations, network of resource providers, BCA*

## **2.5 Establish arts/arts management degree programs at institutions of higher learning**

- Encourage cultural organizations to host student interns

Formal education activities built around arts and culture also need to be developed for adults. With few MFA programs for the arts provided by local colleges or universities, there is a lack of formal qualifications in this area. The BCA has initiated an artist-training institute with Florida Atlantic University and assisted with the development of the FAU Arts Administration program.

**Implementers/strategic partners:** *Universities, Cultural Foundation of Broward, BCA*

## **2.6 Encourage long-term artists-in-residence programs at Broward County schools and local colleges**

- Create opportunities for local artists to serve in extended residencies in schools and colleges throughout the County

Residencies by local artists in schools and colleges are unique opportunities to expose students to a wide range of artistic activity, and move our artists closer to full-time employment in their chosen field. Both individual artists B painters, sculptors, printmakers, craftsmen, writers, poets, and storytellers B and ensembles of musicians, dancers, and actors can bring the arts into the classroom, supporting and expanding the curriculum. Broward County=s artists represent a unique treasure that should be used to maximum advantage in educating and inspiring its young people. A residency program should be an integral part of the community-wide arts education initiative recommended in 2.3.

**Implementers/strategic partners:** *BCA, arts education coordinating body (see 2.3), cultural organizations, Cultural Foundation of Broward*

## Ensuring a continuum of arts education activities for County citizens

### Implementation of Actions

#### 2.1 Support the development of neighborhood and community-based culture programs by municipalities

Implemented by: Municipalities, County Cultural Forum		Partners/collaborators: Community Foundation of Broward, private sector
Start in: 2001	Cost: \$160,000 BCA grant funding plus 20% per year growth for five years	Source of funds: Broward County, municipalities, private sector funding as appropriate

#### 2.2 Create a continuum of education activities (in-school, after-school and adult education) for pre-K through seniors, particularly at-risk and underserved populations

Implemented by: Broward School District, BCA, Broward Coordinating Council		Partners/collaborators: County Cultural Forum, Broward Community Foundation of Broward, Cultural Foundation of Broward, Cultural Consortium, cultural organizations, private sector, social service and juvenile justice organizations
Start in: 2001	Cost: \$400,000 current BCA annual grant funding, plus a pilot program of \$100,000 per year for five years	Source of funds: Broward County, Cultural Foundation, Broward School District, private sector funding, non-arts grant funds from social service and juvenile justice sources

#### 2.3 Establish an arts education coordinating program

Implemented by: BCA, Cultural Foundation		Partners/collaborators: Broward School District (SEAS), BCPA, Kennedy Center Arts Education program, cultural organizations
Start in: 2001	Cost: \$25,000 for program and organizational study, including funding needs	Source of funds: Grant funds from BCA and Broward School District, matched by private sector funding

#### 2.4 Establish a Media Center for skills and job training

Implemented by: ArtServe, BCA		Partners/collaborators: FAU, NSU, Fort Lauderdale International Film Festival, Fort Lauderdale Arts Institute, Museum of Art
Start in: 2002	Cost: \$200,000	Source of funds: Corporate donations & in-kind

#### 2.5 Establish arts/arts management degree programs at institutions of higher learning

Implemented by: FAU, NSA, Broward Community College		Partners/collaborators: Cultural Foundation of Broward, Cultural Consortium, BCA, Community Foundation of
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		Broward, cultural organizations
Start in: 2001	Cost: N/A	Source of funds: University scholarship and work study funding, internship sponsorships

2.6 Encourage long-term artists-in-residence programs at Broward County schools and local colleges

Implemented by: BCA, arts education coordinating body (see 2.3)		Partners/collaborators: Cultural Foundation of Broward, cultural organizations, individual artists, FAU, NSU, BCC, Broward School District, local private schools
Start in: 2002	Cost: \$50,000 per year	Source of funds: Cultural Foundation of Broward, host institution matching funds, private sector giving

## Creating a vital arts and culture presence in the County

### Community Context:

A vital arts and culture presence, made up of a landscape of healthy arts and culture organizations plus a multitude of artists, will serve the County in many ways. Expansion of services throughout the County will be possible with sufficient numbers of artists and organizations that reflect the diversity and geography of the citizenry. Artists and organizations lend interest to the image that Broward County projects to tourists and relocating businesses. Most important, a vital presence of the culture industry has positive social as well as economic impact in the County (see Appendix B, *Economic Impact Study*).

The formal non-profit cultural sector in Broward County comprises a landscape made up almost entirely of young organizations except for the major regional organizations that serve the south coast. Many of these were not in existence 15 -- or even ten -- years ago. It is not surprising, therefore, that the cultural landscape lacks the numbers and diversity in terms of types and sizes of organizations and artists that would be found in older communities. In particular, there is an absence of a variety of professional theatre companies, of dance companies, of a folk museum, and few literary and media centers, and artists active in those disciplines. There is also no regional history museum in Broward County.

The responses to the 1998 BCA survey of cultural organizations from the 38 largest local organizations illustrate the budgetary contours of the current situation. Excluding the World Fishing Center, four organizations sustained budgets in excess of \$7 million, and five maintained budgets between \$2 million and \$4 million. Of these, two are the County Library system and BCA. The remaining 28 organizations maintain budgets at or under \$1 million a year.

In broad terms these contours are typical, but the gaps between the five largest and the next five, and again between those and the remaining organizations, are noticeable. The number of organizations with budgets between \$1 million and \$7 million is relatively low at just six (excluding the library and BCA). This speaks to the relative underdevelopment of a middle tier of cultural organizations (with annual budgets between \$750,000 and \$4 million).

The BCA survey identified technical assistance in fundraising, marketing and audience development, education/outreach program development, and board and staff development as the five top priorities. The public planning inquiry echoed and further developed these themes: Audience development is very weak. No organization seems to be strong enough to crack through and bring in a younger audience. There is not a lot of sophistication in the marketing here. ArtServe does a good job providing technical assistance, but to too few organizations. The program needs to be expanded to teach groups how to be better managers. Strategic planning is missing across the board and is needed desperately. Also fundraising, both cultivation and solicitation assistance, are needed. Marketing is sporadic and poor at best.

A consensus exists among respondents to the Random Household Survey that for the arts and culture to flourish in Broward County, more leadership and a strong volunteer base is needed (79.4% agreed). The need for expanded business services and incubation facilities for individual artists and smaller cultural organizations across the County was emphasized by the community as well. A stronger network of such opportunities would complement the capacity-building provided to more established organizations. As one participant in the planning inquiry explained, Individual artists need places to work; most of our programs fall apart because artists have no place to work or teach, and they have no tools to help them mesh their talents with the needs of the community. The *Cultural Facilities Report* noted that:

ASubsidized internships or technical assistance programs may make the difference to the survival of marginal institutions.@

The entrepreneurial presence of new artists and organizations cannot be engineered, but capacity-building, incubation services, and facilities development can all be geared in part to encouraging the further development of the arts presence in the County as well as supporting the existing arts and culture community.

## **GOAL: Create a vital arts and culture presence in the County to serve community needs.**

### **Aims:**

- ⌘ Advance professional practice among cultural organizations and staff
- ⌘ Strengthen the leadership of arts and culture organizations
- ⌘ Provide outreach and support to attract artists to the County
- ⌘ Foster the development of new disciplines within the culture sector

### **Actions:**

#### **3.1 Expand and enhance existing BCA management assistance and professional development programs for cultural organizations**

- ❑ Focus on programs which improve community outreach and arts education, marketing and income producing activities, and fiscal stability
- ❑ Encourage cultural organizations to hire and train minority staff members for management positions

The work of ArtServe and the staff support currently provided by BCA were both strongly endorsed in the planning process. With the cultural sector developing and the population characteristics of the County as a whole changing so rapidly, the shared concern is for expansion of these programs and a clearer sense of priorities and expected outcomes. Attention should be paid to a reasonable geographic dispersal of training opportunities, so that cultural organizations throughout the County may benefit. Also, links with corporate and academic management programs will be an effective means to capitalize on existing expertise, to complement new programs that might be developed through BCAD or ArtServe. (See 5.1 and 6.6)

**Implementers/Strategic partners:** *ArtServe, BCA, Cultural Foundation of Broward, Community Foundation of Broward*

#### **3.2 Establish programs to develop the executive leaders of arts/culture organizations**

- ❑ Strengthen those traits and skills essential to long term institutional success

There was a repeated call within the cultural planning process for strengthened leadership within cultural organizations, among their funders, and among policy makers. Participants from the business community as well as the general public called for the formation of an advocacy

organization, or Arts Alliance: ATo tell us who is out there and what they=re doing, so we can better respond to the needs of the arts community and the community-at-large.@ (see 5.5)

**Implementers/strategic partners:** *ArtServe, BCA, Community Foundation of Broward, Leadership Broward, Cultural Foundation of Broward, Cultural Consortium*

### **3.3 Strengthen volunteer leadership within the cultural sector**

- ❑ Encourage board diversity and term limits, and demonstrated financial support by board members, in BCA grant criteria and guidelines
- ❑ Discourage >interlocking trusteeships= and nepotism in board make-up

Discussions about the effectiveness of volunteer arts leadership in Broward County revealed a general concern that governing boards generally do not represent the ethnic character of the community, and that too many board positions are in too few hands. Many of even the largest organizations do not require direct financial support from their board members. Smaller groups often have boards made up of relatives or close friends of the founder, lacking the authority or will to effectively govern the organization in the best interest of its constituencies. The most effective means to correct these problems lie in stricter BCA grant guidelines requiring board diversity, giving, and true oversight.

**Implementers/strategic partners:** *ArtServe, BCA, Community Foundation of Broward, Leadership Broward, Cultural Foundation of Broward, Cultural Consortium*

### **3.4 Expand incubator services for artists and emerging arts organizations**

- ❑ Concentrate on programs to improve capabilities in fundraising, board development and financial management [see 3.6 for services to individual artists]

Expand the services of ArtsServe to focus on the needs of artists and emerging arts organizations throughout the County. Identify satellite or mobile facilities to distribute services across the County. Provide staff support as well as technical assistance and equipment. (see 6.4)

In neighboring Dade County, Bakehouse Arts Complex, an educational/visual arts institution, provides affordable working and exhibition space, career advancement and market opportunities for artists of diverse backgrounds and is located in Wynwood, one of Dade County's most disadvantaged neighborhoods.

**Implementers/strategic partners:** *ArtsServe, Cultural Foundation of Broward, BCA*

### **3.5 Encourage the development of resident contemporary dance and professional theater companies in the County**

The extraordinary growth in the arts in Broward County has not included modern dance or professional theater. In order to complete the community=s cultural mosaic, these art forms should be encouraged through a consortium of presenters and funding agencies. Already established companies can be invited to Broward County to present public performances or to participate in the artist residency program recommended in 2.6. Seed money and technical support are essential in

either attracting established companies from elsewhere or in building indigenous institutions from local talent.

**Implementers/strategic partners:** *BCA, BCPA, Cultural Foundation of Broward*

### **3.6 Expand performance, exhibition, and professional development opportunities for local artists**

- Create programs which allow local artists to concentrate the majority of their energies on creating art, rather than coping with business concerns
- Provide professional curatorial services to develop exhibitions and displays throughout the County

Individual artists lack the breadth of support programs currently available for arts institutions. BCA programs should be expanded to provide training in personal and business development skills for artists. It should work with municipalities in developing exhibitions, displays, and presentations throughout the County. BCA can manage these services directly, or sub-contract them to ArtServe or another organization, such as the Museum of Art. (see 1.1 and 6.4)

**Implementers/strategic partners:** *ArtServe, Cultural Consortium, BCA, Cultural Foundation of Broward*

## Creating a vital arts presence in the County

### Implementation of actions

#### 3.1 Expand and enhance existing BCA management assistance and professional development programs for cultural organizations

Implemented by: BCA, ArtServe		Partners/collaborators: Cultural Consortium, Cultural Foundation of Broward, Community Foundation of Broward
Start in: 2001	Cost: \$50,000/year	Source of funds: Broward County, Cultural Foundation of Broward, Broward Community Foundation

#### 3.2 Establish programs to develop the executive leaders of arts/culture organizations

Implemented by: ArtServe, BCA, Community Foundation of Broward		Partners/collaborators: Leadership Broward, Cultural Foundation of Broward, Cultural Consortium, local higher education and corporate sectors, National Arts Stabilization
Start in: 2002	Cost: \$10 ,000 per year	Source of funds: Community Foundation of Broward, private sector, program fees and tuition

#### 3.3 Strengthen volunteer leadership within the cultural sector

Implemented by: ArtServe, BCA, Community Foundation of Broward		Partners/collaborators: Leadership Broward, Cultural Foundation of Broward, Cultural Consortium, local higher education and corporate sectors, National Arts Stabilization
Start in: 2003	Cost: \$25,000 per year	Source of funds: Community Foundation of Broward, private sector, program fees and tuition

#### 3.4 Expand incubator services for artists and emerging arts organizations

Implemented by: ArtServe		Partners/collaborators: Cultural Consortium, Cultural Foundation of Broward, BCA, Community Foundation of Broward
Start in: 2001	Cost: \$50,000 increase to ArtServe budget	Source of funds: BCA, private sector

#### 3.5 Foster the development of resident contemporary dance and professional theater companies in the County

Implemented by: Broward Center for the Performing Arts, BCA		Partners/collaborators: Cultural Foundation of Broward, Cultural Consortium
Start in: 2002	Cost: N/A	Source of funds: N/A

#### 3.6 Expand performance, exhibition, and professional development opportunities for local artists

Implemented by: ArtServe, Cultural Consortium, BCA		Partners/collaborators: Broward County, Cultural Foundation of Broward, municipalities, corporate sector, individual artists
Start in: 2001	Cost: \$30,000 plus 10% annual increase	Source of funds: Broward County, Cultural Foundation of Broward, municipalities, corporate sector giving and in-kind

## Increasing awareness and utilization of arts and culture assets

## Community Context:

The 1999 study of the economic impact of arts and cultural activities in Broward County<sup>3</sup> demonstrates the tremendous contribution that arts and culture make to visitor spending in the County. Based on 1998 data, an estimated \$187 million is directly and indirectly generated in Broward County due to cultural organizations. Of the total economic impact, \$89 million is in the form of regional business sales, and \$98 million is in the form of earnings to Broward County households. Cultural organizations and events directly and indirectly support 3, 619 jobs throughout a number of Broward County industries.

Of the total \$187 million of annual economic impact that the operation of arts and culture organizations achieves through local employment and spending, \$55 million is generated annually by the contribution that arts and culture make to attracting visitors to the County. This level of economic impact -- over \$512,328 a day -- is higher, both per visitor and overall, than most anywhere else in the country. This statistic reflects the current accomplishments of the cultural sector, and a strong working relationship between the Cultural Affairs Division and the Convention and Visitors Bureau.<sup>4</sup>

The County has been on the forefront nationally in establishing a dedicated, full-time Cultural Tourism Director position, now hosted at the CVB. Among the accomplishments in Broward County have been cooperative marketing of programs, cultural familiarization tours for the hospitality industry, and image enhancement of the region=s cultural offerings. BCA=s Tourist Related Program (14% of total grants budget in 1998) already supports projects of significant artistic merit that enhance Broward County as a tourist destination. These efforts have been recognized nationally by the National Association of Counties award for cultural tourism.

However, an image campaign, directed at local citizens, that acknowledges both the social and economic impacts of the culture sector needs to be undertaken. As one member of the Broward Alliance said during the planning process: AArts and culture are part of what sells this CountyY but in the main I am unaware of most of the arts and cultural activities -- this could be improved substantially.@ Arts and culture organizations have begun to undertake cooperative marketing of programs, and there is great potential for this to be expanded into a comprehensive image or Abranding@ campaign. This would benefit the hospitality industry as well, greatly enhancing the ability of the culture sector to draw visitors 365 days a year. Tourist tax revenues are a logical way to fund such expenditures; neighboring counties allocate much higher tourist tax revenues to support their culture community than does Broward County.

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<sup>3</sup> Appendix B: *The Economic Impact of Cultural Organizations on the Broward County Economy*, prepared by Economics Research Group, Center for Economic Education, University of Cincinnati, October, 1999.

<sup>4</sup> Total attendance in 1998 to events was 2,183,580; events numbered 21,342.

To maximize recognition of its cultural assets, Broward County also needs to develop a unifying visual identity that articulates its artistic and cultural character. In addition, the highway gateways to its cultural districts need to be more attractive and inviting. Seeking to provide the County with a stronger visual identity, and a livelier cultural image, the Vision & Identity Committee for the Cultural Plan urged that the County government adopt Guidelines for image and vision design, and an Identity/Design policy, that could together be used as a vehicle for the selection of artists, architects, planners and designers to revitalize the way the County projects itself using arts and culture as a vital component.

The *Cultural Facilities Report* (Appendix C) noted that AThe physical condition of public thoroughfares serving the west of the County through the I-95 corridor, and the primary exit routes into downtown from the Interstate, are discomfoting to many.@ Community interviews during the planning process confirm that local citizens are concerned about signage and multilingual directions, and interested in how public art might be connected to improvements in these areas. The facility study reinforced this concern: ADespite the development of Riverwalk, the Cultural District and Las Olas retail center, wayfinding in the downtown area is poorY Gateways to Fort Lauderdale are a problem as well. Improved and unified signage programs, along with a managed approach to the arts and retail, would make for a more visitor-friendly environment.@

The absence of good transportation from east to west in Broward County means that residents in the western part of the County currently have severely reduced access to cultural activities. This situation is particularly acute for the older population, which relies more heavily on the provision of adequate transportation for attendance at cultural events. The growth of community-based cultural activities will, in part, address these concerns, but it is also necessary to develop transportation policies and packages that adequately acknowledge the location of many of the County=s leading cultural attractions. To this end, the cultural community and its funders need to work with local planning and transportation authorities, as well as the hospitality industry, to develop transportation services throughout the County that provide the mobility for potential audiences that is currently lacking.

## **GOAL: Increase community awareness of arts and culture assets to encourage participation and support**

### **Aims:**

- ✧ Strengthen pride in community through recognition of arts and culture assets
- ✧ Create a shared identity among citizens using visual design elements
- ✧ Achieve greater access and means to participate for County citizens and visitors
- ✧ Create a wider community understanding of the positive social impacts of the arts and culture
- ✧ Link the community together and with audiences through technology

## **Actions:**

### **4.1 Create an image campaign for the arts and culture that focuses on social and economic impacts of the culture sector**

- ❑ Develop mechanisms to measure the social and economic impact of arts and culture activities in the County
- ❑ Achieve wider participation and greater support for arts and culture by focusing public attention on their positive social and economic impacts

What needs to be better understood and highlighted is the social impact of the arts in the County. This will result in greater appreciation and support for culture, and more fundamentally, in greater participation.

According to the Greater Philadelphia Tourism Marketing Corporation: AImage enhancement -- branding of the region -- is a necessity regardless of market segment. Convention business, transient business, business attraction and the leisure market all require a strongly-branded destination in order to compete successfully for market share.@

**Implementers/strategic partners:** *BCA, CVB, FAU, NSU*

### **4.2 Create an authentic visual identity for the County**

- ❑ Enhance gateways to neighborhoods, cultural districts and historic sites, and encourage a County-wide signage program with high design standards
- ❑ Support this identity through a BCA design arts grant program for municipalities

The Identity/Vision Committee Report states that Acounty-wide excellence in signage is a basic step in improving the county=s overall identity as a user-friendly region.@ It recommends the frequent use of thematic banners to identify districts and promote events as well as permanent signage and banners to identify local communities.

**Implementers/strategic partners:** *Public Art Program, FAU Design Department, appropriate County Divisions, Design Arts Committee, BCA*

### **4.3 Develop an annual signature event to attract participation in the arts by residents and visitors alike**

- ❑ Build on the ABeethoven by the Beach@ festival as the nucleus for an extensive community-wide arts celebration

Large signature cultural events, such as the Spoleto Festival in Charleston SC or the Aspen Music Festival in Colorado, make significant contributions to community pride, artistic growth, and economic development. They generally result from either an irresistible artistic vision, such as Gian Carlo Menotti=s at Spoleto, or they grow around a Anucleus@ event into a community-wide undertaking. Since 1997, the Florida Philharmonic has presented a summer festival of the music of Beethoven. ABeethoven by the Beach@ has built a loyal audience, created interesting collaborations among Arts District cultural institutions, and grown as a tourist incentive during Aoff season.@ It should be the nucleus for the orderly development of a large arts festival that reaches out to both residents and tourists. Increased funding will be necessary to protect the investment made in the festival so far, and to expand offerings, market, and impact.

**Implementers/strategic partners:** CVB, *Cultural Consortium, BCA, Cultural Foundation of Broward*

#### **4.4 Celebrate local and indigenous arts and culture traditions**

- Encourage municipal and corporate support for local festivals, neighborhood activities, ethnic celebrations, and historic anniversaries

Broward County hosts a wide range of community festivals and celebrations. Many, however, either cannot be maintained or fail to fully meet their potential in creating a sense of community pride and oneness. Local municipalities and the corporate sector should be encouraged to support these events through a BCA matching grant program. Technical services for festival presenters should be offered as part of BCA programs, with a particular focus on fund raising, marketing, and corporate partnerships.

**Implementers/strategic partners:** BCA, CVB, Cultural Consortium, League of Cities

#### **4.5 Establish an arts and culture information center with Internet access in the Riverwalk district**

- Provide information about and access to arts and culture assets and activities throughout the County

The lobby of the main library offers an ideal location to house a centralized cultural information center for tourists and residents. It would be headquarters for the proposed Riverwalk arts and entertainment district and could be conveniently >programmed= by BCA staff. Technology will allow satellite access to information from branch libraries or other locations.

A marketing function for ticket sales could be introduced in the information center as well. In Portland, Oregon, whose cultural tourism program began in 1997, among the programs in place is a AOne Stop Shop@ ticketing booth at the visitors center, providing tickets to major events as well as to smaller venues. Smaller, unaffiliated organizations are not charged for the service, and no service fee is added to ticket prices for their events. Discounted day-of-show tickets are also offered.

**Implementers/strategic partners:** *Cultural Consortium, CVB, BCA, library system*

#### **4.6 Involve the cultural sector in solving transportation problems that impact the delivery of artistic and cultural services to the community**

- ❑ Advocate a mass transit system that provides access to arts and culture activities for residents and visitors alike
- ❑ Create collaborations among cultural organizations o provide transportation services for audience development

Transportation was rated the number one barrier by culture leaders in serving the public. Through the work of the County Cultural Forum (see 5.1), find ways to provide transportation for audiences.

A variety of existing models are available for study. For instance, in Dallas, ArtReach is a private non-profit organization that distributes excess tickets to social service agencies. Its community partner, the Junior League, provides docents and assists the agencies with transportation needs. In Portland, Oregon, AArt,@ the Cultural Bus, stops at key sites and community events across the region. Its partners include the Transit Authority, the Business Committee for the Arts and the Regional Arts and Culture Council. As the Auerbach study in Broward noted: AWeekly programming and matinée events can be marketed with jitney-transportation packages to west County residents, especially seniors. The goal is to provide a simple, safe and user-friendly door-to-door package.@

**Implementers/strategic partners:** *Mass Transit Division, Tri-Rail, County Cultural Forum, Broward Alliance, BCA*

## Increasing awareness and utilization of arts and culture assets

### Implementation of actions

#### 4.1 Create an image campaign for arts and culture

Implemented by: BCA		Partners/collaborators: Cultural Foundation of Broward, Cultural Consortium, FAU, NSU
Start in: 2003	Cost: \$100,000 for 3 years	Source of funds: BCA, CVB

#### 4.2 Create an authentic visual identity for the County and gateways to cultural districts

Implemented by: BCA Identity/Vision Committee (see 5.4)		Partners/collaborators: FAU, BCA Public Art and Design Program, appropriate County Divisions, municipalities, architecture and design community, visual arts and design community
Start in: 2001	Cost: In-kind	Source of funds: Broward County, municipalities, neighborhood associations, private sector

#### 4.3 Develop an annual signature event to attract participation in the arts

Implemented by: Cultural organizations, CVB		Partners/collaborators: BCA, Cultural Foundation of Broward, Chamber of Commerce, municipalities, private sector
Start in: 2001	Cost: \$1 million plus 10% annual increase	Source of funds: Tourist tax revenues, Broward County and municipal funds, private sector support, program revenues and sponsorships

#### 4.4 Celebrate local and indigenous arts and culture traditions

Implemented by: CVB, cultural organizations		Partners/collaborators: BCA, Cultural Foundation of Broward, Chamber of Commerce, municipalities, private sector
Start in: 2002	Cost: \$500,000 plus 10% annual increase	Source of funds: Tourist tax revenues, Broward County and municipal funds, private sector support, program revenues and sponsorships

#### 4.5 Establish an arts and culture information center with Internet access in the Riverwalk district

Implemented by: BCA		Partners/collaborators: Cultural Foundation of Broward, Broward County Library System, NEA, FAC
Start in: 2002	Cost: \$160,000 development cost, plus \$50,000 annual operating costs	Source of funds: NEA and FAC grants for development, Library in-kind, BCA development and operating grants, private sector support and sponsorships, fees as appropriate

#### 4.6 Involve the cultural sector in solving transportation problems that impede access

Implemented by: Cultural Foundation of Broward (see 5.1), Mass Transit Division		Partners/collaborators: Broward Alliance, Tri Rail, other appropriate County divisions, cultural organizations,
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		social service and educational agencies
Start in: 2002	Cost: \$50,000 per year to provide transportation >pool= funds for audience development	Source of funds: BCA, Broward County Transit, private sector support

## Ensuring impact of the culture sector

### Community Context:

Within the next ten years, the whole of Broward County will be incorporated into one of 29 existing municipalities. With that process complete, there will essentially be no Acounty@ land or communities, and cultural development will be more dependent than ever on the engagement of municipalities and regions of the County as allies. It is therefore critical to begin to foster the level of cooperation that will be needed for effective implementation of new approaches to cultural development.

For the cultural resources of Broward County to have maximum impact, advocacy for the arts and culture sector needs to be greatly strengthened and new strategic alliances formed to engage the cultural sector with the broader life of the regional community. A typical comment in the planning inquiry was: AThe leading concern I have for arts and culture is the lack of advocacy and the lack of discussion about its impact. They [local business groups] don=t have a sense of what would happen to our County if the arts were not here.@

By recruiting visible community leaders to act as spokespersons for the cultural community, a dialogue can be initiated that will give the arts and culture a Aseat at the table@ in important countywide policy and planning debates. The Cultural Plan task forces<sup>5</sup> identified nine important sectors to recruit as partners for the culture community including school and church groups, civic associations, other non-profits organizations, educators, municipal and county government, business leaders, family foundations and state and federal legislators.

With BCA acting as an example and change agent, the culture community must find new ways of doing business. Future capacity will be generated, not through the resources of a single entity, but through those of a network of entities or organizations. The Cultural Plan Steering Committee envisioned an Aarts and culture leadership that identifies and implements non-traditional marketing and strategic activitiesYnew ways of doing business.@ BCA leadership must focus on the crucial need for new strategic alliances between the culture community and other sectors. This includes working across the boundaries of for-profit and non-profit, public and private. The social and economic opportunities that the culture community can deliver become the exchange medium of these alliances. What the culture community will gain in return is the ability to build relationships with new audiences and maximization of its resources in accomplishing its mission.

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<sup>5</sup> Ad hoc task forces met in March and May 1999 to augment the work of the Steering Committee.

# **GOAL: Build strategic alliances across different sectors to Ensure arts impact**

## **Aims:**

- ⌘ Stimulate planning and cooperation among municipalities in developing and providing cultural programs, services and facilities
- ⌘ Recruit leaders from different sectors to partner and share leadership to achieve public purposes
- ⌘ Expand and strengthen culture sector strategic alliances with other entities throughout the community
- ⌘ Strengthen organizational partners for BCA to provide ample support and resources to culture community

## **Actions:**

### **5.1 Initiate a County Cultural Forum of potential partners including municipalities and other governmental agencies, social services providers, businesses, and the culture sector to coordinate the achievement of social impacts through culture**

- Articulate community needs and support and monitor the delivery of arts and cultural services

There was widespread agreement that a County Cultural Forum should be convened as an outgrowth of the Cultural Plan to identify common issues among potential partners including municipalities, social service providers, business and the culture sector. The County Cultural Forum would meet quarterly to identify community issues that can be positively impacted by the culture sector. Its role would be to think creatively about solutions to community problems, propel dialogue and encourage the formation of partnerships and sharing of resources for public benefit.

In some areas -- such as neighborhood revitalization -- creative thinking, continued dialogue, and thoughtful persuasion are at least as important as the availability of funds. The County Cultural Forum, for instance, could be the appropriate body to encourage architects and neighborhood associations to use culture in their revitalization, and to link their ideas with the work of BCA.

**Implementers/strategic partners:** *BCA, League of Cities, Broward Alliance, Cultural Foundation of Broward, Broward Coordinating Council*

### **5.2 Expand and intensify the strategic alliances of BCAC**

- Strengthen existing culture programs serving municipalities, social services and important community-based activities
- Enhance the role of culture and the arts in economic development and tourism (see Chapter 4)

In the areas of general public access and of arts education, the importance of drawing the Library system and the County school district constructively into the resource network cannot be overstated. Each is a highly developed system that reaches across the County and has unequalled access to the community. Continuing Library and school development (especially toward the west of the County) offers opportunities for a coordinated approach to cultural provision. That there are shared goals for students and adults alike is clear. What is needed is a rich and sustained dialogue, informed by a proper understanding of respective ways of operating, to craft joint strategies for effective delivery of services.

**Implementers/strategic partners:** *Library, School District, BCA, CVB, Broward Alliance*

### **5.3 Reassess and strengthen the role of the Cultural Foundation in furthering private sector support of arts and culture**

- ❑ Hire professional staff, as appropriate
- ❑ Set specific fund raising goals and develop programs to encourage increased private sector support
- ❑ Conduct feasibility study regarding joint/united campaigns and workplace giving options (see 6.2)

The Cultural Foundation of Broward, Inc. was founded to raise private sector funding to support the arts and goals of BCAC. Its purpose is to spearhead any community-wide fundraising initiatives that are undertaken such as a cultural trust or united fund. As such, the Cultural Foundation is an essential partner to BCA; the Cultural Plan can be implemented in full only if additional advocacy and fundraising efforts are accomplished in the community.

The leadership structure of the Cultural Foundation should be examined with priority given to hiring a full-time director for the Foundation. In-kind office staff and space should be sought to support the efforts of a director in the initial year of operation.

**Implementers/strategic partners:** *Cultural Foundation of Broward, corporate foundations, business leaders, culture leaders, BCA*

### **5.4 Create a permanent committee of the BCAC to further the work of the Design Arts Committee**

As spelled out in the Cultural Plan (see 4.2), much is to be gained by enhancing the County's visual identity. This will require the focus and dedication of a leadership group to accomplish. The recently constituted Identity/Vision Committee should be made a permanent subcommittee of BCAC. The Identity/Vision Committee would meet quarterly to recommend policy and resource allocation for supporting the implementation of a coordinated visual identity for the County.

**Implementers/strategic partners:** *Design Arts Committee, BCA*

### **5.5 Foster the organization of a membership-based Cultural Consortium of artists, art supporters, arts and cultural organizations**

- ❑ Identify community needs and issues impacting arts and culture, advocate on behalf of artists and arts organizations, and support BCA and its programs
- ❑ Coordinate local advocacy efforts at the state and federal levels, working with existing advocacy organizations

Discussions with cultural leaders have revealed a sense of frustration about the lack of organization within the arts/culture community in Broward County. Concerted action is ad hoc; long term issues, such as strengthened programs, more secure funding, or unmet needs, are usually addressed informally. While BCA/BCAC has acted as a motivator and catalyst for some extraordinary achievements, it is now time that the arts/culture community take more collective responsibility for its well being. Most culturally mature communities have some form of membership-based advocacy organization for the arts B Allied Arts in Seattle, the Dallas Cultural

Alliance, the Miami-Dade Cultural Alliance. Such organizations speak with one voice on important arts/culture issues; they enhance communication and understanding within the arts/culture community itself. A cultural consortium in Broward County can support BCA programs and funding, and present a united front for arts/culture to the corporate community. It will also be a mechanism for responding quickly and effectively to state and national issues of importance to the arts. It should be supported by individual, corporate, and institutional dues.

**Implementers/strategic partners:** *Cultural leaders and organizations, Cultural Foundation of Broward, Florida Cultural Alliance*

## **5.6 Encourage active, on-going collaborations among arts and cultural organizations and other sectors of the community**

- Develop >match making= and funding mechanisms to create partnerships in response to the need for arts education and audience development

A roadblock to effective community outreach by arts and culture organizations is the absence of collaborations with important segments of the community B education, social services, criminal justice, and economic development. BCA programs should more strongly encourage such collaborations; grants funds for joint programs should be increased, especially for those providing educational services in cooperation with schools or building audiences in collaboration with social service and neighborhood groups.

**Implementers/strategic partners:** *Community Foundation of Broward, Cultural Foundation of Broward, Cultural Consortium, BCA*

## Ensuring impact of the culture sector

### Implementation of actions

#### 5.1 Initiate a County Cultural Forum to coordinate the achievement of social impacts through culture

Implemented by: BCA, League of Cities		Partners/collaborators: Broward Alliance, Broward Coordinating Council, Community Foundation of Broward, Cultural Foundation of Broward, Cultural Consortium
Start in: 2001	Cost: \$10,000/year	Source of funds: BCA, League of Cities

#### 5.2 Intensify the strategic alliances of BCAC

Implemented by: BCA		Partners/collaborators: CVB, >Visit Florida= program, Broward Alliance, Chambers of Commerce, Downtown Development Authority, hospitality industry organizations, appropriate State economic and tourism development programs
Start in: 2001	Cost: \$50,000 participation fee in >Visit Florida= program; other costs TBD	Source of funds: CVB funds for >Visit Florida= participation; other sources TBD

#### 5.3 Reassess and strengthen the role of the Cultural Foundation

Implemented by: Cultural Foundation		Partners/collaborators: BCA, Cultural Consortium, corporate sector, cultural leaders
Start in: 2001	Cost: \$25,000 for assessment and strategic plan; \$100,000 per year for staffing	Source of funds: BCA, corporate sector

#### 5.4 Create a permanent committee of BCAC to further the work of the Design Arts Committee

Implemented by: BCA		Partners/collaborators: Architecture and design communities, visual art and design communities
Start in: 2001	Cost: N/A	Source of funds: N/A

#### 5.5 Foster the organization of a membership-based Cultural Consortium

Implemented by: Cultural leaders, cultural organizations		Partners/collaborators: BCA, Cultural Foundation of Broward, Florida Cultural Alliance, private and
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		corporate sectors
Start in: 2001	Cost: \$50,000 per year	Source of funds: Membership dues

5.6 Encourage active, on-going collaborations among arts and culture organizations and other sectors of the community

Implemented by: Culture organizations, BCA		Partners/collaborators: Broward Community Foundation, Cultural Foundation of Broward, Cultural Consortium, Broward School District, social service and juvenile justice agencies
Start in: 2001	Cost: N/A	Source of funds: N/A

# Generating greater resources and financial support for the arts

## Community Context:

The Broward Cultural Affairs Division provides a very significant source of support for cultural activity in the County. Its revenues come from three sources of dedicated sales tax B admissions, music store, and rental of tangible property. In FY98 sales tax contributed \$4,197,000 or 30.3% of the Division=s revenue of which \$4,138,000 was granted to non-profit culture organizations and municipalities in the County. That represents 9.7% of the \$17,609,143 of 1998 contributed income reported in the BCA survey of culture organizations.

However, organizations report much lower levels of support from corporations and municipalities than what is found in other communities (see Appendix D, *Public/Private Support Analysis*<sup>6</sup>). The BCA survey of cultural organizations reveals the underlying trends. For nine of the largest cultural organizations (all with budgets over \$700,000) corporate support stood at 4.8% of total income in FY97 and declined as a percentage to 4.7% of total income in FY98. Municipal support for these organizations hovered in both years around 1% of total income. For 21 of the next largest organizations (with budgets between \$40,000 and \$700,000), the corporate position has been somewhat better, with support rising from 4.5% of total income in FY97 to 5% in FY98. On the other hand, municipal support fell from 7.9% of income in FY97 to 6.6% in FY98. Against these mixed trends, the public support provided by BCA has been a consistent anchor for both sets of cultural organizations. For the nine largest, BCD support has averaged 4% in the last two fiscal years; for the smaller set of organizations it has averaged 15% of total income.

As is the case across much of the US, support for cultural development from federal and state government sources also has a declining history in Broward. For the largest organizations, federal support declined from 2.3% to 2% of total income over the last two years, and state and regional support declined from 2% to 1.7%. For the smaller organizations no federal government support has been evident in the last two years and state and regional support fell from 4.9% of total income to 4% from FY97 to FY98.

Respondents to the *Random Household Survey* were conservative about how best to increase resources for cultural activities. Most people (42%) believed that municipal and County governments should play a major part in supporting and developing cultural programs. A larger number (60.2%) said they would support a bond issue to build more cultural facilities in the County, yet many residents expressed hesitation about the likelihood they would support the arts and culture through workplace giving.

## GOAL: Attract new resources and support for cultural activities.

### Aims:

- ∞ Increase and focus county-wide resources on distribution of services, arts education and strategic alliances

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<sup>6</sup> Based on data gathered from Broward cultural organizations in 1999.

- ⌘ Increase individual and corporate gifts to the culture sector
- ⌘ Secure maximum levels of federal and state support
- ⌘ Increase municipal support for cultural activities

## **Actions:**

### **6.1 Enhance Municipal support of cultural activities through County support mechanisms**

- ❑ Enhance and expand existing County support mechanisms, such as challenge or matching grants
- ❑ Explore new means to encourage greater municipal activity, such as the use of dedicated revenues from sales taxes from municipal sources
- ❑ Encourage municipalities to provide professional leadership for expanded community arts and cultural programs

The Cultural Plan implies a new distribution of arts services through the sponsorship of municipalities. This would include the development of ArtsParks and neighborhood programming. (In some cases these activities will take place in county facilities.) Municipalities (and the County) are expected to provide capital support for new facility development and local leadership to raise further needed capital. BCA will provide advocacy and coordination assistance to municipalities and provide program support for cultural activities that will take place in new or existing municipal and county facilities. One possibility is that the municipalities match county dollars; full participation would contribute \$3.7 million additional dollars to arts and culture activities. Presently 7 of 29 municipalities provide some form of matching funds for arts and culture programs.

**Implementers/strategic partners:** *Municipalities, Parks and Recreation Department, BCA*

### **6.2 Investigate ways to increase individual and corporate support of arts and cultural activities in the County**

- ❑ Encourage corporate support to at least match the same amount as that provided by BCA=s grant programs
- ❑ Encourage businesses to give greater amounts of unrestricted operating funds to culture organizations
- ❑ Encourage individual giving through the creative use of challenges, matching funds, and if appropriate, joint/united campaigns and workplace giving

Many participants in the cultural planning process lamented the lack of an annual source of private support for the arts. Some recommended the development of a United Arts Fund, to be funded through workplace giving, individual contributions and corporate support. United Arts Funds have a long history of success in some communities in the United States (notably Cincinnati, Louisville and St Louis). Other participants in the planning process were more skeptical about the feasibility of such a federated arts drive, commenting that more would have to be planned and the concept would need detailed articulation and a properly agreed decision-making process. A further variant on this idea is to combine a private sector fund-drive with County government funding to produce a public/private partnership on an unprecedented scale in support of arts and cultural development. The leading model here is the Arts & Science Council in Charlotte, NC, which has now grown to an annual budget of over \$13 million and over the last decade has successfully raised a central endowment for the cultural community that stands now at \$52 million.

A third, and innovative, mechanism for increasing support for arts and culture is the development of a Cultural Trust. This strategy is being adopted by an increasing number of state arts agencies, as a means to leverage capital support at the state level, to be matched by private donations, to form a substantial endowment that will provide regular new income for arts and cultural activity. Although this support mechanism is in its infancy some successful trusts have been created; the pay-out from state funding and other sources has been time-specific, has not involved any new taxation, and has provided funds to support the administration of the trust as well as its programming. The concept of a Cultural Trust could be adapted to Broward County as a means of tapping private, particularly individual, donations to broadly benefit the culture community.

As part of the implementation of the Cultural Plan, further work needs to be done to determine which, if any, of the above can achieve sufficient backing to merit detailed investigation. It is clear that a number of developing industries such as the oil and shipping industries can further support the arts and culture.

**Implementers/strategic partners:** *Cultural Foundation of Broward, BCA, corporate foundations*

### **6.3 Investigate state and national funding initiatives in alignment with this Cultural Plan**

- ❑ Seek new grants for community arts, cultural development, and outreach efforts in the County
- ❑ Explore programs, such as National Arts Stabilization, to encourage financial stability in larger arts/culture organizations

The emphasis within the Cultural Plan on diversifying cultural activity, on building neighborhood programs, and on strategic alliances with other sectors, all suggest that it is timely to investigate other, nontraditional sources of federal and state government support. Agencies that should be approached in this context include Departments of Transportation and of Labor.

At a time of greater emphasis on channeling federal funds to the local level, a renewed exploration of conduits for traditional support from the National Endowments for the Arts and Humanities, as well as from the State Arts Council, is merited, whether through block grants to BCA for redistribution, or for individual grants to local cultural organizations.

**Implementers/strategic partners:** *Cultural Foundation of Broward, Cultural Consortium, BCA*

### **6.4 Develop shared resources to support artists and emerging arts organizations**

- ❑ Strengthen the role of community-based service facilities, such as ArtServe, encourage corporate and foundation support of shared resource programs, and enhance existing BCA grant and technical assistance programs

A focus group of artists reflected similar concerns: "There is no gathering place for artists and their audiences. We need more communal galleries where our work can be shown together. I feel the Cultural Affairs office needs to assign a staff person to help with artists and artists' spaces." The concern for communal meeting spaces, for exhibit spaces and for facilities for rehearsal and preparation extend beyond individual artists to the smaller and emerging cultural organizations in the County. (see 1.1, 3.4, 3.6)

**Implementers/strategic partners:** *ArtServe, Cultural Consortium, BCA, Florida Arts Council*

### **6.5 Adopt a public policy that Broward County will provide essential cultural facilities and Ensure the financial health of cultural organizations**

- ❑ Participate in building and operating essential cultural facilities in the future
- ❑ Ensure long-term financial stability for cultural organizations through grant programs addressing balance sheet stability and endowment building

Unlike many other large communities with extensive arts/culture sectors, Broward County has not seen fit to assume responsibility for providing and maintaining key facilities for the arts. For example, Dallas TX supports its major arts organizations by making certain that they have priority access to first rate facilities; Miami-Dade County has committed over \$250 million to the development of a multi-hall performance center for music, opera, and dance. The County should review its current policies, and develop ways to assume a leadership role in creating and maintaining facilities recommended in 1.1 and 1.3. It should also support important capital projects by arts/culture organizations, such as the Museum of Discovery and Science, the Graves Museum, and Young At Art.

**Implementers/strategic partners:** *Broward County Commission, Cultural Foundation of Broward, Cultural Consortium*

### **6.6 Strengthen the arts and culture programs of the Community Foundation of Broward**

- ❑ Provide significant funding for collaborations that expand outreach by cultural organization in underserved communities
- ❑ Expand and coordinate the activities of the Foundation=s non-profit management program in service to the culture sector

The Community Foundation of Broward represents one of the largest and most visible philanthropic agencies in the county. It has made clear its commitment to arts and culture through a history of grants and services. Its non-profit management program seeks to strengthen the caliber of leadership and programs. Therefore, it is a natural ally of BCA and the arts/culture community in implementing this Plan. The Community Foundation is also an ideal catalyst and Amatch maker@ for collaborations between arts/culture organizations and the social service and education sectors. Its efforts in these areas should be encouraged by the County and BCAC.

**Implementers/strategic partners:** *Community Foundation of Broward, BCA, Cultural Foundation of Broward*

### **6.7 Increase or re-direct BCA funding as necessary to implement this Cultural Plan**

The Cultural Plan expresses new priorities for the County such as achieving social impacts in the areas of youth services and job training as well as creating new distributions points for cultural services at ArtsParks, Media Center(s) and Cultural Districts. Grant funds of BCA should be realigned to support these new priorities. In particular, new sources of income to BCA, such as municipal shares of tax revenues should be applied to start-up costs for new distribution of services. Furthermore, capital and maintenance/operating costs for cultural facilities should have permanent provision from the County (see 6.5)

**Implementers/strategic partners:** *BCA, Cultural Foundation of Broward, Cultural Consortium*

## Generating greater resources and financial support for the arts

### Implementation of actions

#### 6.1 Enhance Municipal support of cultural activities through County granting mechanisms

Implemented by: Municipalities, BCA		Partners/collaborators: Cultural Consortium, County Cultural Forum, Parks and Recreation Departments
Start in: 2002	Cost: Current BCA community arts grants of \$137,000 per year PLUS \$3.7 million from municipal share of dedicated tax revenues	Source of funds: Broward County and municipal dedicated revenues from admission and music sales taxes, and rental of tangible personal property tax

#### 6.2 Investigate mechanisms to increase individual and corporate support of arts and culture

Implemented by: Cultural Foundation of Broward		Partners/collaborators: BCA, Cultural Consortium, Broward Alliance, Chambers of Commerce, private and corporate sectors
Start in: 2001	Cost: see 5.3	Source of funds: see 5.3

#### 6.3 Investigate state and national funding initiatives in alignment with Cultural Plan

Implemented by: BCA, Cultural Foundation of Broward		Partners/collaborators: Florida Arts Council, NEA, NASF, regional and national foundations
Start in: 2001	Cost: N/A	Source of funds: N/A

#### 6.4 Develop shared resources to support artists and emerging arts organizations

Implemented by: ArtServe, Cultural Consortium		Partners/collaborators: Cultural Foundation of Broward, BCA, ArtSpace, Inc., Community Foundation of Broward, arts administration programs) at local universities
Start in: 2001	Cost: see 1.1, 3.4, 3.6	Source of funds: see 1.1, 3.4, 3.6

#### 6.5 Adopt a public policy that Broward County will provide essential cultural facilities and Ensure the financial health of cultural organizations

Implemented by: Broward County Commission, Cultural Consortium, Cultural Foundation of Broward		Partners/collaborators: BCA, County Cultural Forum, NASF, private and corporate sector, municipalities as appropriate, foundations, cultural organizations as appropriate
Start in: 2001	Cost: N/A	Source of funds: N/A

#### 6.6 Strengthen the arts and culture programs of the Broward Community Foundation

Implemented by: Community Foundation of Broward		Partners/collaborators: BCA, Cultural Foundation of Broward, Cultural Consortium, private sector
Start in: 2001	Cost: N/A	Source of funds: N/A

6.7 Increase or re-direct BCA funding as necessary to implement this Cultural Plan

Implemented by: BCA		Partners/collaborators: Cultural Foundation of Broward, Cultural Consortium
Start in: 2001	Cost: sum of plan elements	Source of funds: County

## New Financial Resources Needed

Initial estimates of timing and financial resources B

#	Description	FY2001	FY2002	FY2003	FY2004	FY2005
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### Expand cultural offerings across the County for residents and visitors alike

1.1	Develop ArtsParks and related facilities		\$5 million	\$5 million	\$5 million	
1.2	Designate Riverwalk as regional district	\$160,000				
1.3	Develop new performance venue	\$ 25,000	\$50,000			
1.4	Develop artists= live/work districts		\$3 million	\$3 million		
1.5	Identify County=s historic sites	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

### Ensure a continuum of arts education activities for residents throughout the County

2.1	Develop neighborhood culture programs	+ \$32,000	+ \$70,400	+ \$116,480	+ \$171,770	+ \$238,131
2.2	Create a continuum of arts education activities	+ \$100,000	+ \$100,000	+ \$100,000	+ \$100,000	+ \$100,000
2.3	Establish a coordinating program	\$25,000	\$150,000	\$150,000	\$150,000	\$150,000
2.4	Establish a media center		\$200,000			
2.5	Establish arts/arts management degree programs	N/A	N/A	N/A	N/A	N/A
2.6	Encourage artists-in-residence programs		\$50,000	\$50,000	\$50,000	\$50,000

### Create a vital arts and culture presence in the County to serve community needs

3.1	Expand management assistance and professional development programs	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
3.2	Develop executive leaders of arts/culture organizations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3.3	Strengthen volunteer leadership	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
3.4	Expand incubator services	+\$50,000	+\$50,000	+\$50,000	+\$50,000	+\$50,000
3.5	Encourage the development of contemporary dance and professional theater	N/A	N/A	N/A	N/A	N/A
3.6	Expand opportunities for local artists	\$30,000	\$33,000	\$36,300	\$39,930	\$43,923

#	Description	FY2001	FY2002	FY2003	FY2004	FY2005
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**Increase community awareness of arts and culture assets to encourage participation and support**

4.1	Create an image campaign			\$100,000	\$100,000	\$100,000
4.2	Create an authentic visual identity	In-kind	In-kind	In-kind	In-kind	In-kind
4.3	Develop an annual signature event	\$1 million	\$ 1.1 million	\$ 1.21 million	\$ 1.331 million	\$ 1.464 million
4.4	Celebrate local / indigenous traditions		\$500,000	\$550,000	\$605,000	\$665,500
4.5	Establish an information center		\$160,000	\$50,000	\$50,000	\$50,000
4.6	Solve transportation problems		\$50,000	\$50,000	\$50,000	\$50,000

**Build strategic alliances across different sectors to Ensure arts impact**

5.1	Initiate a County Cultural Forum	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
5.2	Expand and intensify strategic alliances of BCAC	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
5.3	Strengthen the role of the Cultural Foundation of Broward	\$25,000	\$100,000	\$100,000	\$100,000	\$100,000
5.4	Create a sub-committee of BCAC (Design Arts)	N/A	N/A	N/A	N/A	N/A
5.5	Foster a membership-based Cultural Consortium	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
5.6	Encourage collaborations between sectors	N/A	N/A	N/A	N/A	N/A

**Attract new resources and support for cultural activities**

6.1	Enhance municipal support		\$3.7 million	\$3.7 million	\$3.7 million	\$3.7 million
6.2	Increase individual and corporate support	See 5.3	See 5.3	See 5.3	See 5.3	See 5.3
6.3	Investigate state and national initiatives	N/A	N/A	N/A	N/A	N/A
6.4	Develop shared resources to support artists and emerging organizations	See 1.1	See 1.1	See 1.1	See 1.1	See 1.1
6.5	Adopt a public policy to support facilities and long-term financial health of culture sector	N/A	N/A	N/A	N/A	N/A
6.6	Strengthen the arts and culture programs of the Broward Community Foundation	N/A	N/A	N/A	N/A	N/A
6.7	Increase or re-direct BCA funding as necessary					

	Total Each Year **	\$1.742	\$14.608	\$14.558	\$ 11.793	\$ 7.056
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\*\* in millions