

**CITY OF SAN ANTONIO  
OFFICE OF CULTURAL AFFAIRS  
CITY COUNCIL AGENDA MEMORANDUM**

**TO:** Mayor and City Council

**FROM:** Felix Padrón, Director

**SUBJECT:** The Cultural Collaborative: A Plan for San Antonio's Creative Economy

**DATE:** June 9, 2005

**SUMMARY AND RECOMMENDATIONS**

This ordinance authorizes the adoption of the 38 strategies as outlined in The Cultural Collaborative: A Plan for San Antonio's Creative Economy (TCC), a community cultural plan, and endorses the ten-year implementation of the strategies in order to support the growth and recognition of San Antonio's creative economy. Future development of specific strategies and amendments to the TCC will be made periodically and as they become necessary to achieve the stated goal and objectives, and subject to City Council approval.

Staff recommends approval of this ordinance.

**BACKGROUND INFORMATION**

During City Council FY 2002-2003 priority session, a cultural plan for San Antonio was identified as a Tier-One priority. To support this priority, City Council allocated \$120,000 for the initiative as part of FY 2002-2003 budget.

In December 2002, the Office of Cultural Affairs, with the assistance of a consultant from Wolff Keens & Co., conducted a preliminary cultural planning study to identify for the City staff the most effective and productive cultural planning process for San Antonio. The Consultant's Report on the preliminary planning study was distributed to City Council members in January 2003 for review. The report outlines San Antonio's readiness for cultural planning, articulates key observations and issues in a preliminary fashion, and recommends the best approach for developing a cultural plan tailored to San Antonio.

In May 2003, the City established a designated fund for The Cultural Collaborative at the San Antonio Area Foundation to aid in fundraising for the planning process. \$31,300 additional dollars were raised from non-City sources.

In November 2003, the Mayor appointed the TCC Steering Committee that has guided the cultural planning process and has endorsed the plan. The 82-member committee is composed of civic and community leaders and is co-chaired by Mayor Garza and Bexar County Judge Wolff.

On November 12, 2003, the Office of Cultural Affairs and the Department of Economic Development officially kicked off TCC with a conference at the Henry B. Gonzalez Convention Center, *Finding Ways: A Conference on Art, Culture & Economic Development in San Antonio*. The conference educated the community on the important relationship among arts, culture, creativity, and economic development, and engaged the community in a dialogue to identify issues for the cultural planning process. Over 450 community participants attended the event.

After an RFQ process, on February 5, 2004, City Council approved a professional services contract with Jerry Allen & Associates in partnership with The Cultural + Planning Group for the amount of \$150,000 for professional cultural planning services for TCC (additional funds were raised from non-City sources to supplement the cost of the contract). Jerry Allen, principal of Jerry Allen & Associates, and David Plettner, principal of The Cultural + Planning Group have a combined 40 years of experience working in the field of cultural planning. Allen has conducted cultural plans in numerous cities nationwide, including Charlotte, NC; Broward County, FL; Los Angeles, CA; San Diego, CA; Denver, CO; and Dallas, TX.

In March 2004, the cultural planning process began and culminated on January 19, 2005, with the formal adoption of the plan by the TCC Steering Committee. During the 10-month planning process, planning meetings accessed approximately 1000 people via the Finding Ways Conference, 4 TCC Steering Committee meetings, 5 TCC Executive Committee meetings, 6 community forums in City Council Districts, 23 focus group meetings, and 69 key person interviews. An additional 500 individuals were reached via a random household survey conducted by Galloway Research Service to determine the level of arts participation and measure public opinions on arts education and government funding. Planning meetings were marketed extensively via newspapers, Cable TV, email blasts, mailings and postings. The results of an Economic Impact Study of San Antonio's Creative Industry and consultation of national market research also helped inform the development of TCC's strategies.

TCC's goal is to support the growth and recognition of San Antonio's creative economy. Five objectives have been developed in support of this goal. All 38 recommended strategies support these objectives:

- 1) To provide greater access to arts and culture to residents
- 2) To promote the economic growth of the creative sector
- 3) To increase awareness of the role and value of arts and culture
- 4) To strengthen our unique and diverse culture, heritage, and architecture
- 5) To develop increased resources of all types.

Public input obtained from community forums, focus group meetings and individual interviews identified 10 key focus areas that guided planning discussions. These focus areas are reflected throughout the 38 TCC strategies. The focus areas are as follows:

- 1) Advocacy and outreach
- 2) Civic aesthetics and public art
- 3) Creative individuals
- 4) Cultural equity
- 5) Economic development
- 6) Education
- 7) Infrastructure/ecosystem
- 8) Resources
- 9) Cultural heritage tourism
- 10) Vital neighborhoods

The timeframe for implementation is 10 years. The strategies are prioritized, but not fixed and some are recurring, such as arts funding and program support. Some recommendations are one-time expenditures and some require existing resources. As the community environment changes and new needs arise, amendments to TCC's strategies may be made by the Director of the Office of Cultural Affairs as they become necessary to achieve the stated goals of the plan.

In October 2004, a preliminary draft of TCC's recommended strategies was released to the community for review and feedback, and the TCC Steering Committee met to respond to the draft and provide additional input.

On January 19, 2005, the TCC Steering Committee formally adopted TCC with the stipulation that it be a living document and evolving plan. The implementation partners also met that day to review their commitments.

On February 17, 2005, TCC was presented to the City Council's Economic & Human Development Committee and met with favorable review. The Committee supported moving this item forward for Council approval.

A copy of The Cultural Collaborative: A Plan for San Antonio's Creative Economy is attached.

### **POLICY ANALYSIS**

The Cultural Collaborative: A Plan for San Antonio's Creative Economy is consistent with Council's direction to complete a cultural plan for the City of San Antonio with the overall goal of developing the local creative industry and enhancing arts and cultural activities as an economic generator for the City.

### **FISCAL IMPACT**

It is anticipated that, if funding sources can be identified, the incremental financial impact to implement TCC will be \$2,785,000 from Fiscal Year 2006 to Fiscal Year 2008. A detailed implementation budget and timeline can be viewed on pages 71-72. Additional fiscal resources are required and are subject to the identification of various funding sources, which could include private sponsors and/or grant funds, and will also be explored as part of the Fiscal Year 2005-2006 budget planning process.

### **COORDINATION**

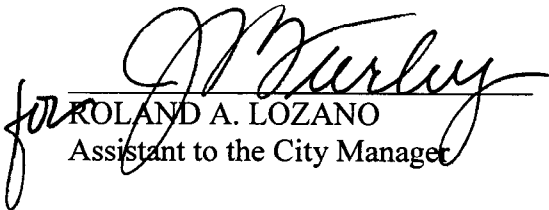
This ordinance has been coordinated with City Council Economic & Human Development Committee, Asset Management, Convention & Visitors' Bureau, Economic Development, Finance, Housing & Community Development, International Affairs, Library, Office of Management & Budget, Neighborhood Action, Parks & Recreation, Planning, Public Works, and the City Attorney's Office.



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FELIX N. PADRÓN

Director, Office of Cultural Affairs



for ROLAND A. LOZANO  
Assistant to the City Manager



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J. ROLANDO BONO

Interim City Manager