

## 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: “Subsidized 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: “To 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