



Municipal Arts and Culture Staffing Study

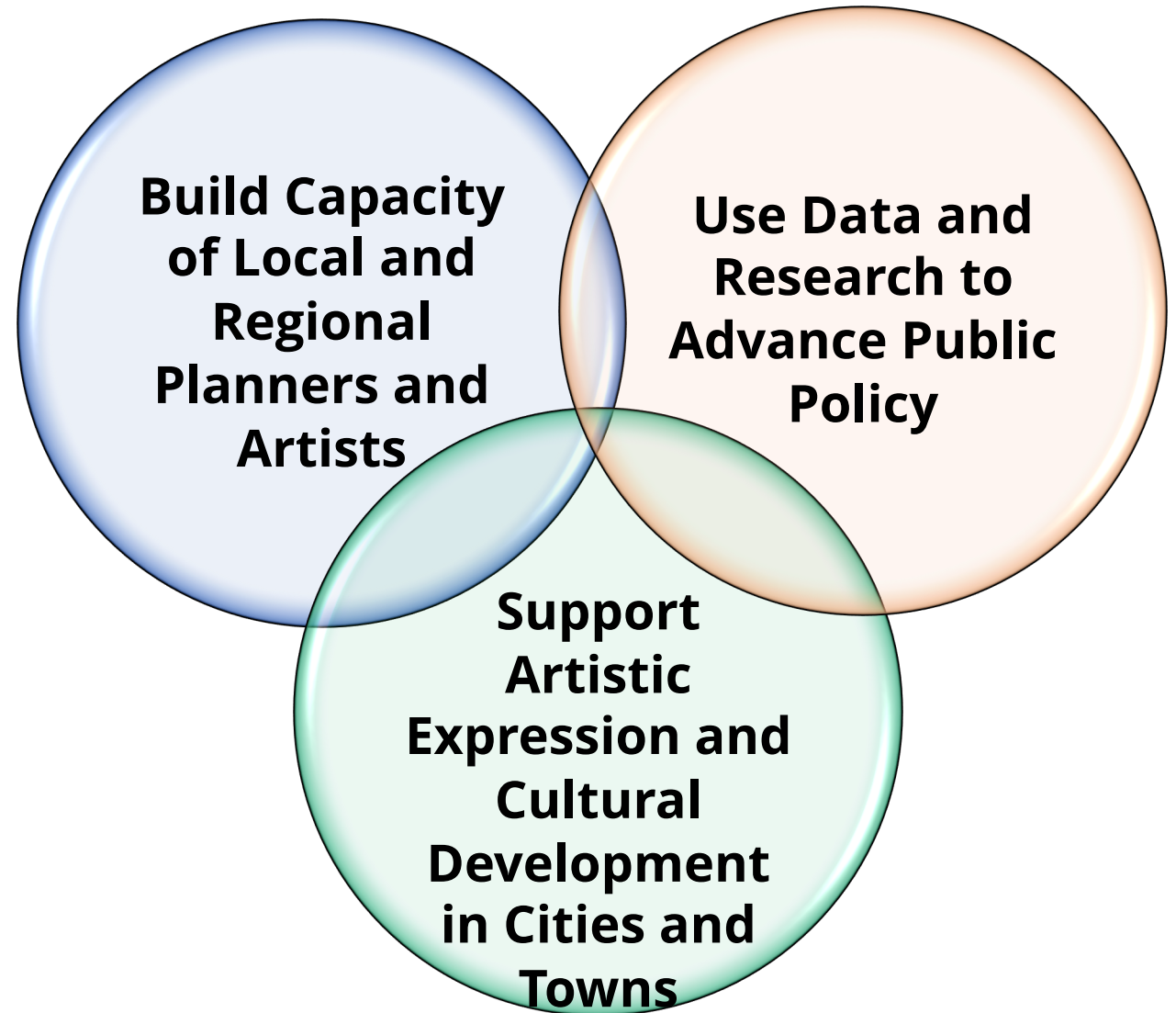
Survey and Interview Results and Findings

Presentation to Partners and Survey Participants, *May 20, 2020*

Our mission: to advance planning and policy conditions that can help arts & culture thrive in Metro Boston

VALUES:

- Equity and social justice
- Well-being
- Inclusion
- Creativity
- Boldness
- Aesthetic impact
- Reflection



Project partners

Massachusetts Historical Commission



Today's Agenda

Opening Questions w/Poll Everywhere

10 mins

Survey Findings and Data, Questions

30 mins

State of the Sector Now – Breakout Groups

20 mins

Next Steps on the Study

10 mins

Questions/Poll Everywhere

What is your job title?

How is creativity supporting your community during the crisis?

What is a great arts and culture outlet you would recommend to people? now?

Methods and Highlights



Study objectives

Understanding more about the functions and tasks of municipal personnel working to support arts and culture to inform strategies to further build local arts and culture capacity

Increasing access to professional development offerings; facilitating the development of shared services agreements between neighboring municipalities; and developing sample position descriptions to support the hiring of staff

About the survey and its participants

101 Total Responses

77 municipalities
represented

22 municipalities had
Arts and Culture specific
roles – 30 respondents

- **30 Library Directors or Librarians**
- **17 Planning Directors or Planning Staff**
- **6 Economic Development directors or econ dev staff**
- **Assorted other roles and titles**

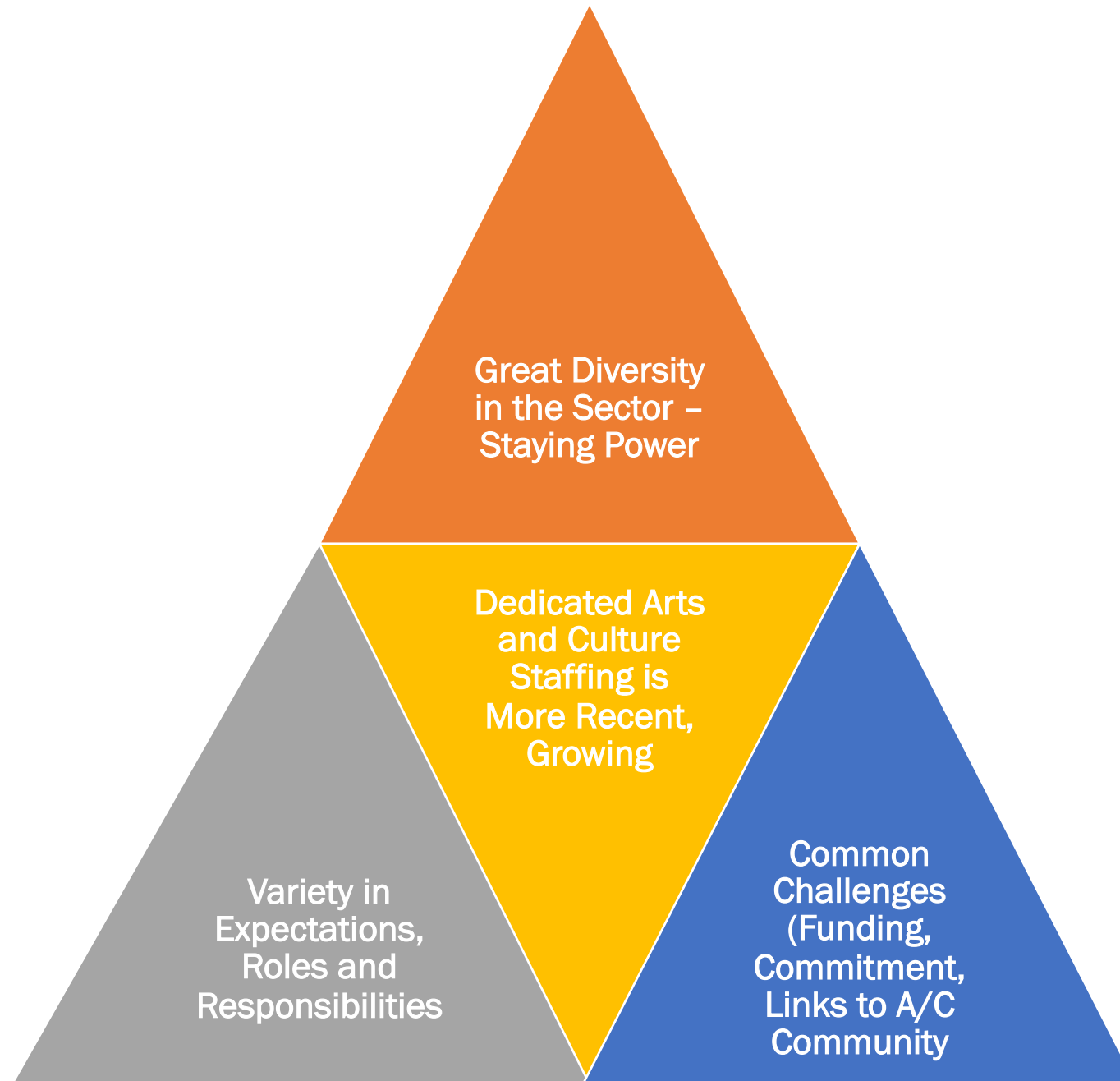
71 Responses from
other parts of
municipal government

5 municipalities
w/multiple A/C staff
respondents

- **Boston**
- **Cambridge**
- **Salem**
- **Worcester**
- **Newton**

Also conducted six in-depth interviews with survey respondents

Key findings



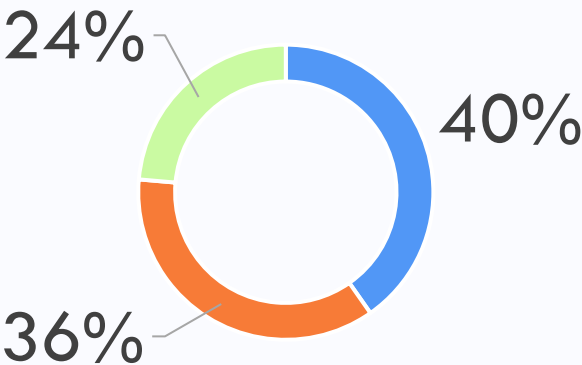
Arts and Culture Roles and Responses



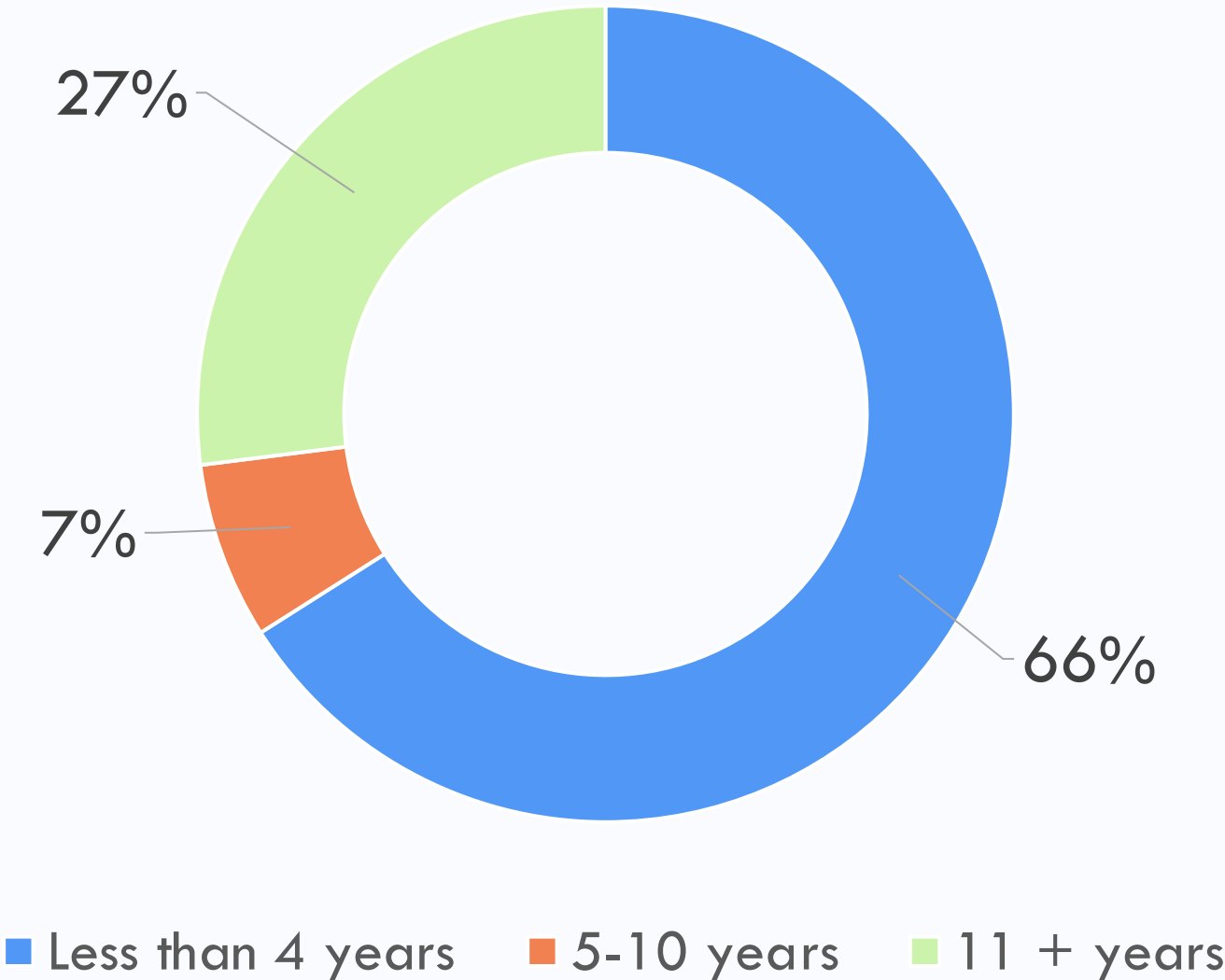
CULTURAL DEVELOPMENT OFFICER
ARTIST RESOURCE MANAGE
CULTURAL COORDINATOR CURATOR
HISTORIC PRESERVATION PLANNER
A&C DIRECTOR
CULTURAL COMMITTEE CHAIR ARTS COUNCIL DIRECTOR
MUSEUM COORDINATOR
A&C PLANNER CREATIVE STRATEGIST
HISTORICAL COMMISSION CHAIR

**How many
years of service do
you have
in your current role?**

Respondents with other
titles



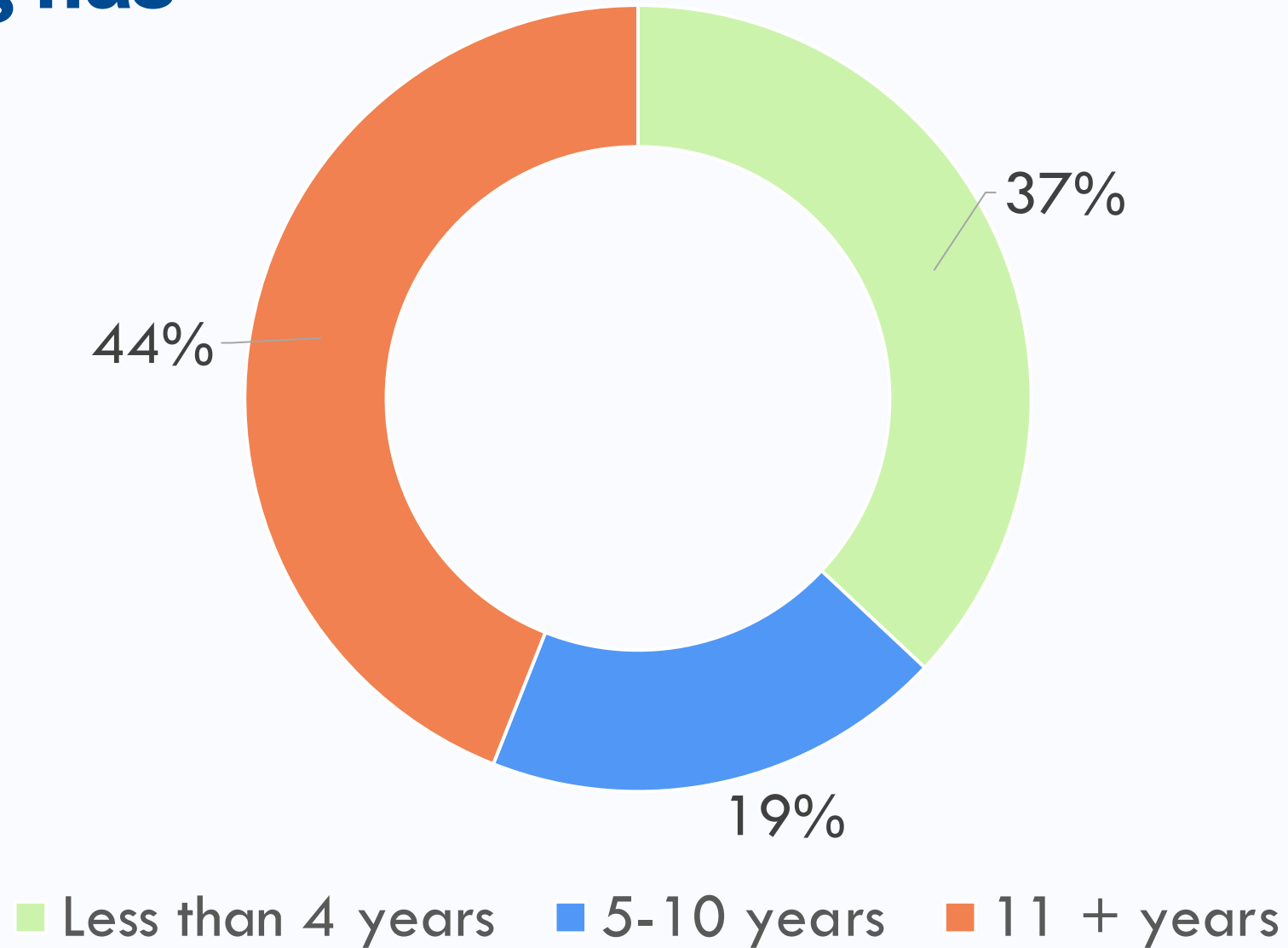
Respondents with A&C titles



Did you serve in local government before, and if so how many years of local government service did you have before you took your current position?

| Response | Count | % |
|---|-----------|------|
| Never served | 17 | 63.0 |
| Served less than 2 years prior to current role | 1 | 3.7 |
| Served between 2 and 4 years prior to current role | 2 | 7.4 |
| Served between 4 and 10 years prior to current role | 5 | 18.5 |
| Served more than 10 years | 2 | 7.4 |
| Grand Total | 27 | |

How long has your role existed?

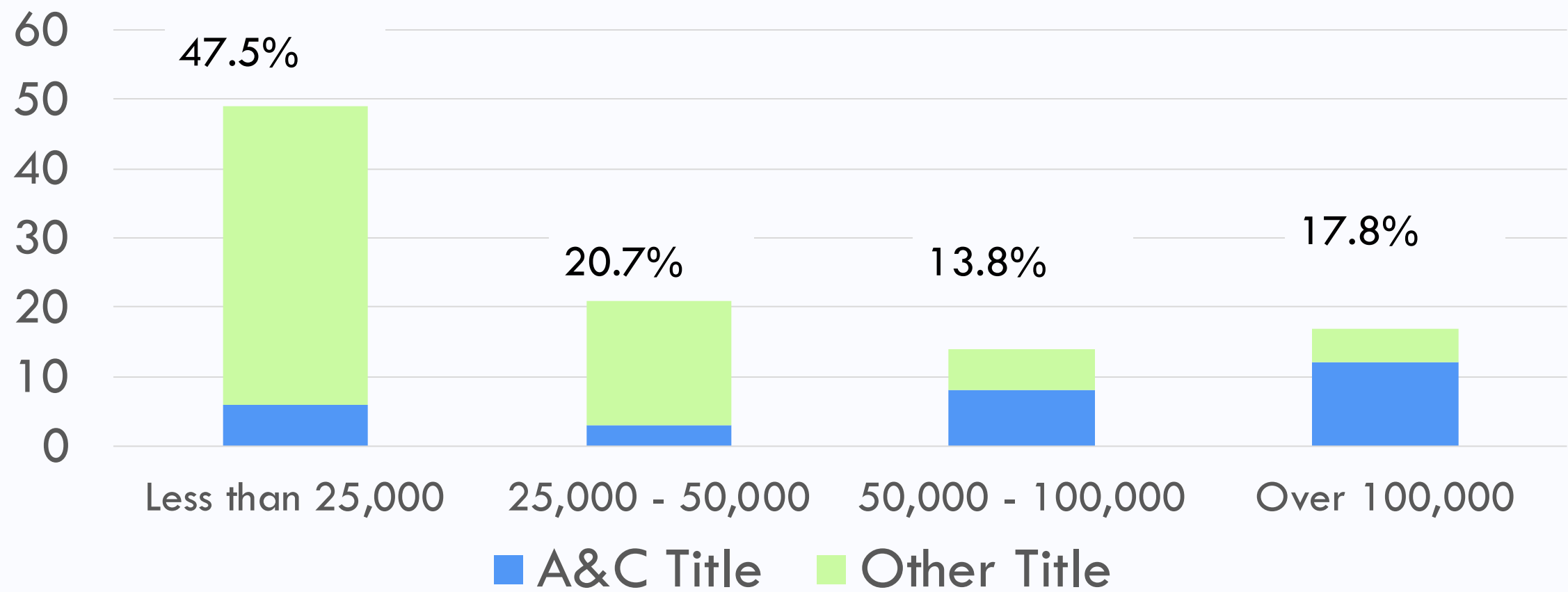


All Responses

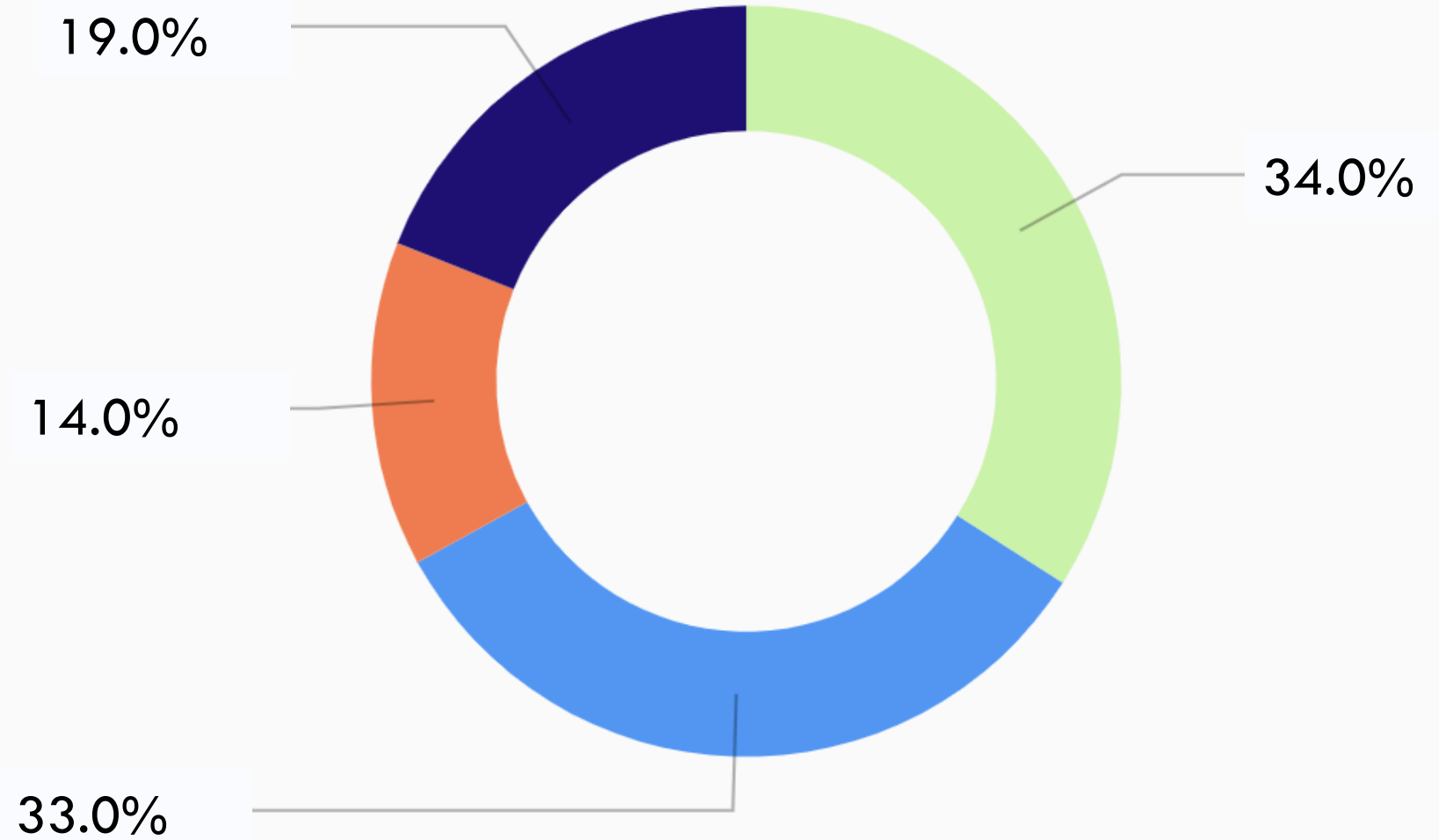


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How large a city or town is your community by population?



How many staff work on Arts & Culture Endeavors in your city or town?



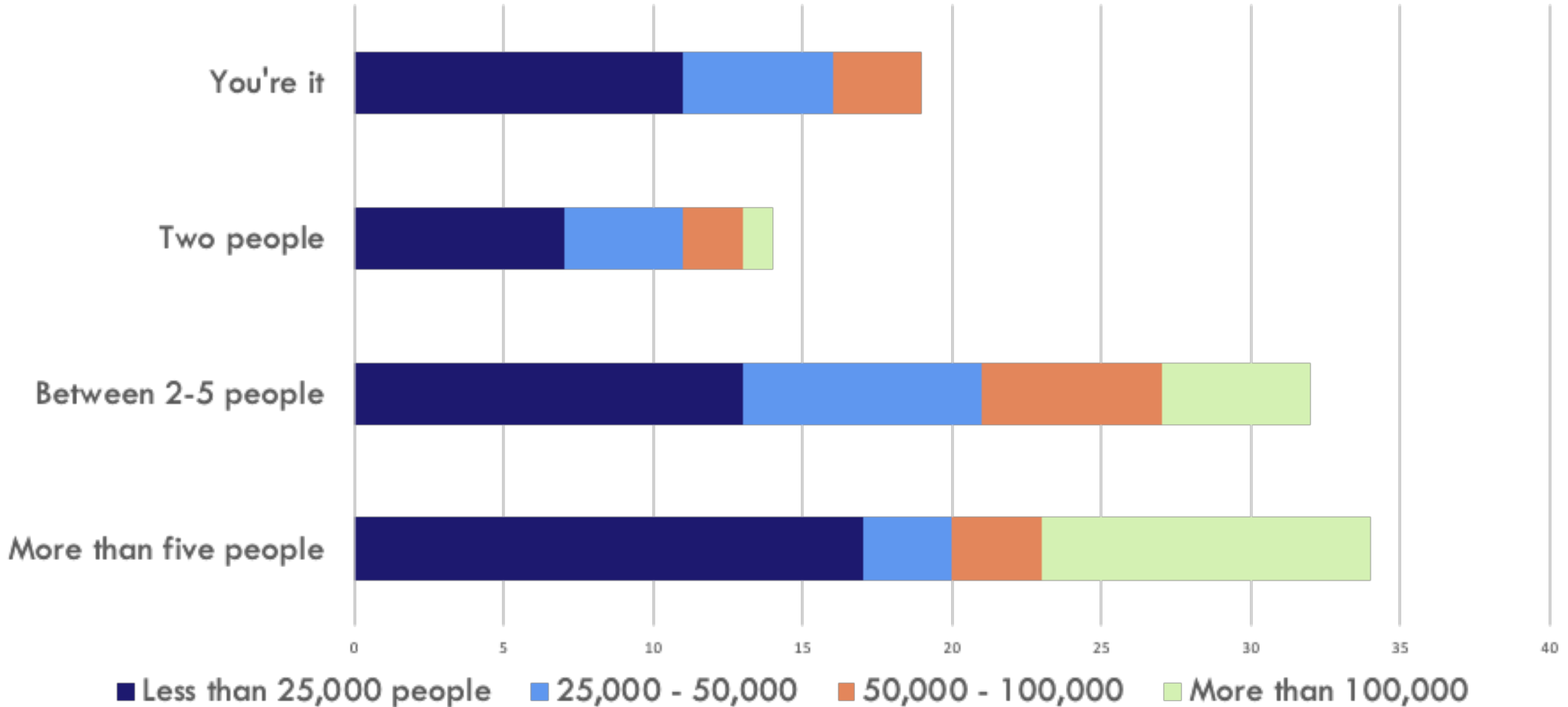
More than five people

2-5 people

Two people

You're it

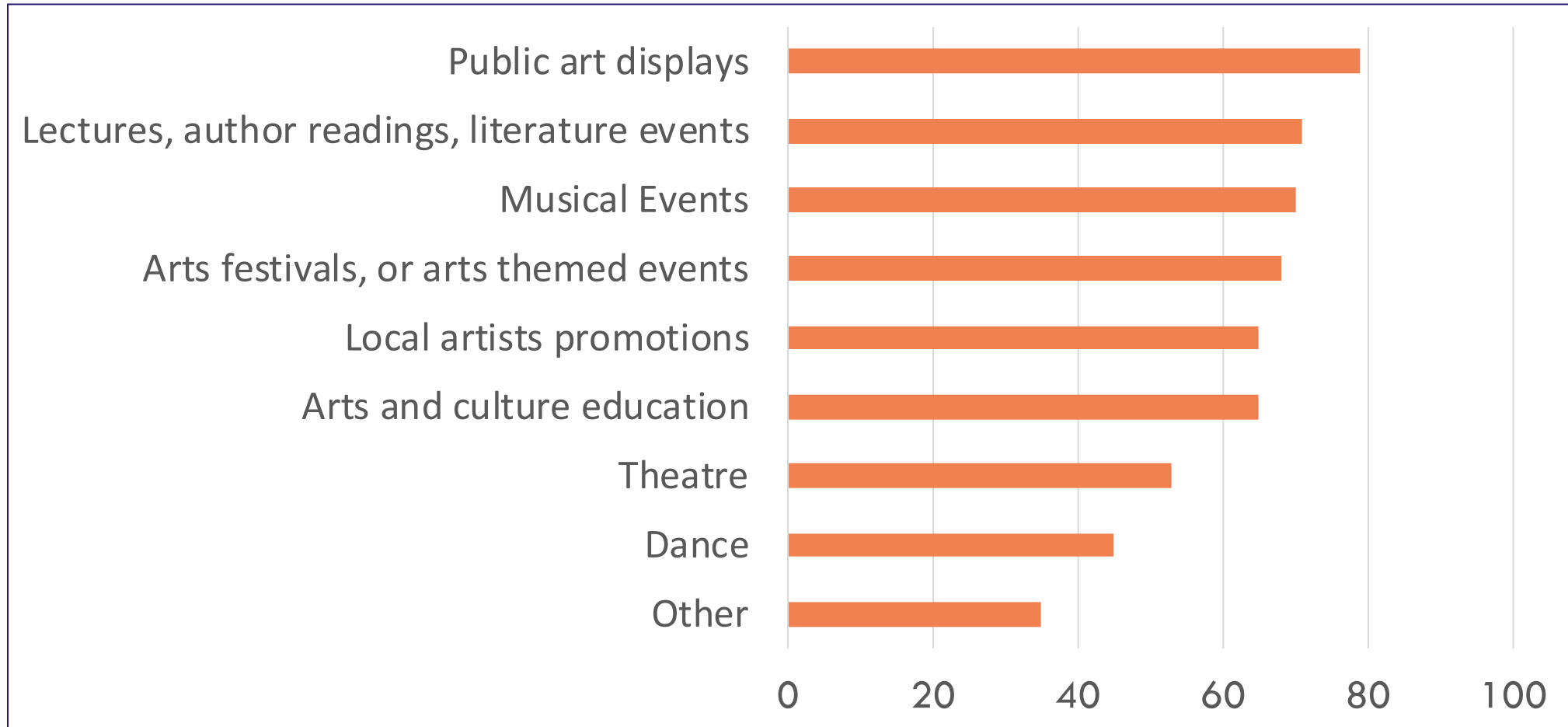
Staff Size by Municipality Size



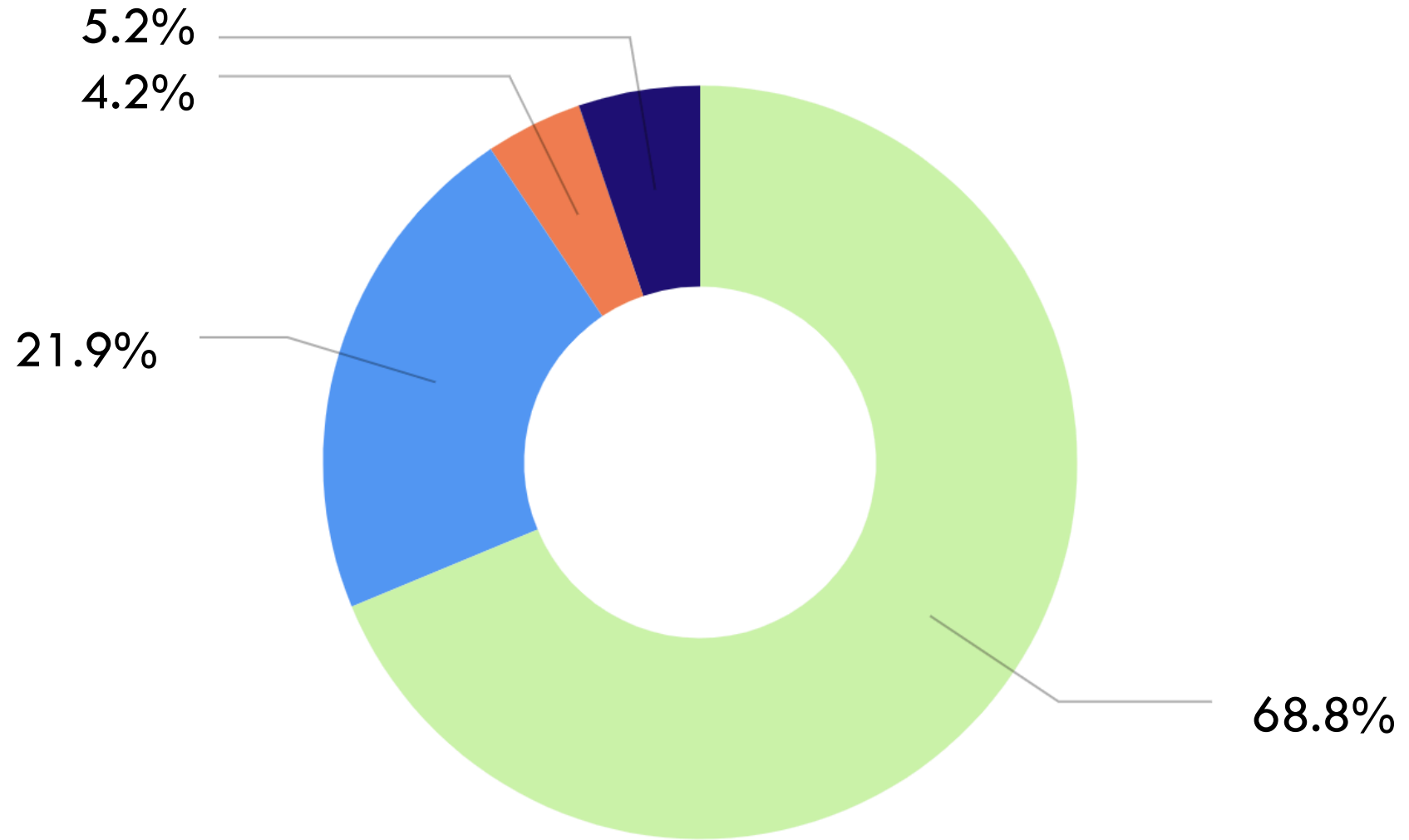
Activities



What types of arts and culture activities do you offer in your communities?




To your knowledge, how long have your city or town's current core arts and culture functions or programming existed?



 More than 10 years

 Between 4 and 10 years

 Between 2 and 4 years

 Less than 2 years

53% of respondents said that their city or town can dedicate staff or other resources specifically for creative placemaking, urban design or historic preservation activities.

Placemaking, urban design and historic preservation endeavors:

“**Creative placemaking** work is done primarily by the Arts Council and Community Development Department; **urban design** is **CDD and Dept. of Public Works with Arts Council**; Open Space Committee plans parks and other open spaces; the Historical Commission does historic preservation”

“We commission **temporary public art, support artistic interventions and events in public spaces, fund organizations and artists who are engaging in placemaking**. We participate in planning efforts and development review and assist with the incorporation of public art and arts amenities into private development projects. We do not work on historic preservation (that resides in our Environment Office under the Landmarks Commission)”

Activities supported by staff working on arts and culture:

“I support and engage many artistic and cultural organizations throughout Newton. In many instances **I am the "connector" to the city for these organizations.** My department creates and manages cultural and civic programs and events which occur year round.”

“**Advocacy for creative placemaking;** funding for planning, fellowships, Local Cultural Council awards; **collective impact arts education strategies,** creative space development for entrepreneurs and collaborators, festivals, permitting, 130 plus public art installations, marketing.”

I run the **Artist Resource Desk** - a program that supports local artists through professional development opportunities, grants, affordable artist live-work housing, 1-1 career consulting, and facilitation navigating municipal government and its processes.

Program Goals & Impact



Goals

“Keep artists in Boston and attract new ones here, recognizing and supporting artists’ essential contribution to creating and maintaining a thriving, healthy, and innovative city.”

“To present, fund, and support arts and culture in daily life for all residents and visitors in the city. Priorities include supporting artists who live here, ongoing advocacy for arts and culture locally and regionally, **implementing long-term artworks for public spaces.**”

“Collaborate with residents, town officials and business owners by following best practices of urban planning and development to progress short- and long-range plans that identify and prioritize the needs of the municipality while promoting a well-designed, livable and thriving community.”

Achievements

“We have been offering a successful Music Series for the past 4 years which has **engaged the community, providing high-quality music** produced by professional musicians in a wide variety of styles. In addition, we have offered a popular Art Series for adults. We have also offered a monthly art exhibit.”

“**Creative collaborations:** Public art installations, Cultural Plan, Cultural LEAP partnership with Worcester Public Schools, Woo card, a commissioner of public works who came.”

“Just getting started! Our biggest achievement is **interdepartmental communication and support for creativity** and taking the first steps together to create systematic programs and structures to support short and long-term initiatives.”

Impact

“Our greatest impact is probably that all of **our art and culture is made available free**, we target all ages with our variety, and aim to enrich.”

“I think when a municipality is able to support the arts and culture it has the ability to **change the perspective the community members hold** about the place they call home. When a city places importance on arts and culture, others take notice and follow. The fabric of the city shifts.”

“Having a seat at the table with Mayor and cabinet, **visible leadership and investment in arts and culture**, integrating arts across different initiatives and departments, being able to leverage the office for convenings and working in different sectors.”

Marketing & Promotion



How do you and your colleagues promote and market arts and culture activities to community or area residents?

“Social media channels” was the top response, followed closely by “At community and government events” and “Thru community partners.” Fourth was “Cable access of other broadcast media.”

- **Some of the most common “other” responses were:**
- **“Posters, email newsletters”**
- **“Town website”**
- **“Word of mouth”**
- **“Email lists and direct mailings”**
- **The least common response was “paid media advertising”**

Marketing & Promoting Arts & Culture:

“We do lots of flyering, paid and **volunteer "ambassadors" to talk with visitors,** radio and tv talk shows, boosted posts on social media, online calendars, weekly emails, and printed visitors guides.”

“Our local news organization is very open to writing about arts & culture activities throughout the city. Other than that, we are all **largely promoted online and via social media.**”

“Primarily arts and cultural marketing and communications occur through the **department and Director of Marketing & Communications.** We also work closely with the Cambridge Office for Tourism, The City's Public Information Office and with **community-based partners** throughout the city to share news about programs, events and opportunities that connect to, support and highlight the arts locally.”

71% of respondents said that marketing and promotion of their community's arts and culture activities difficult for their city or town.

Primarily due to:

- **Capacity Issues** – staff and skill needed in order to design ads and marketing collateral
- **Difficulty connecting with target audience**
- **Lack of Funding** – some respondents mentioned not having a budget for marketing

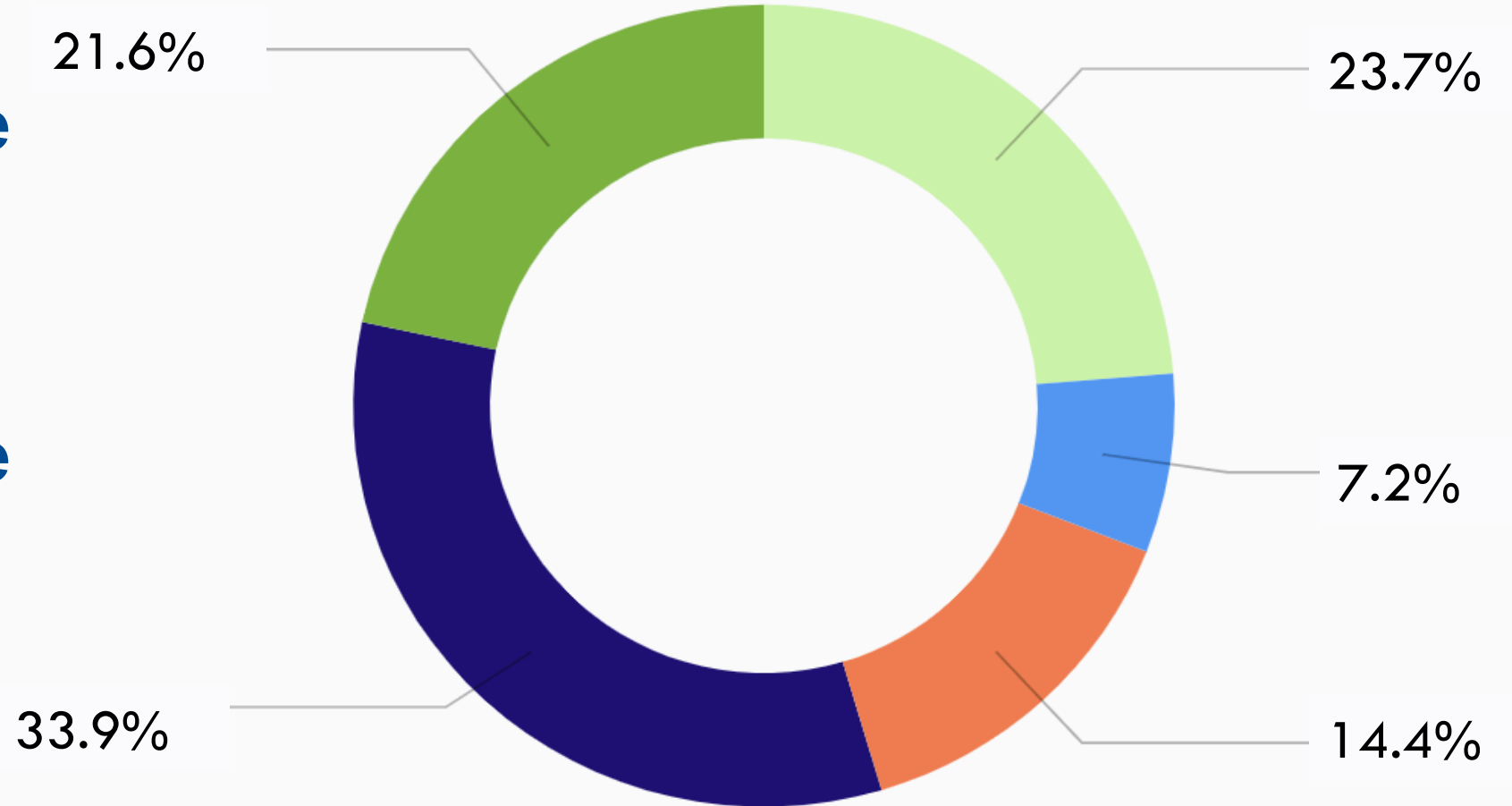
Check in on the Chat



Organization, Gov, & Funding

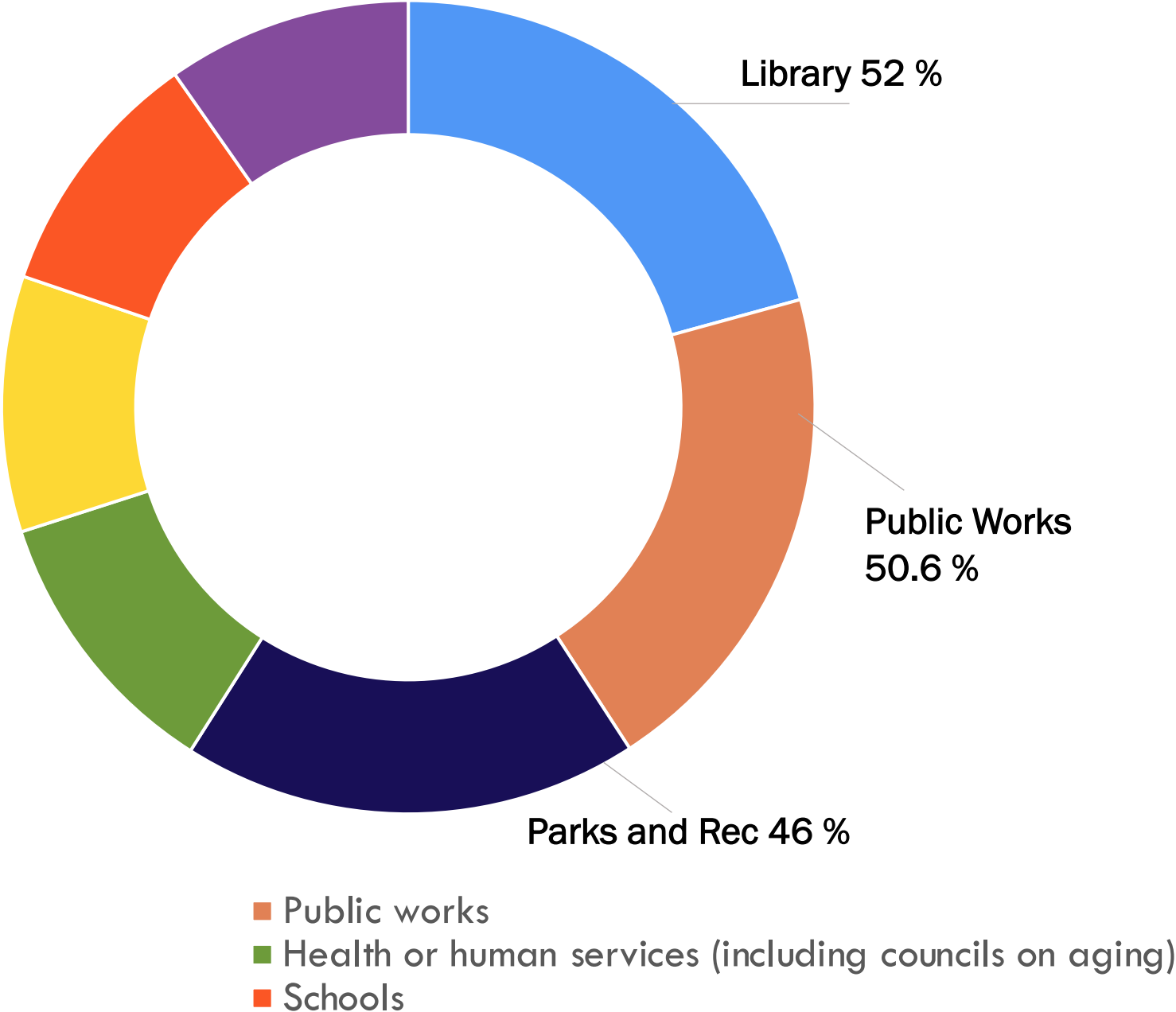


Who/which department do arts and culture staff report to (or which department do arts and culture responsibilities sit within)?



What municipal government departments do you work most closely with and how often?

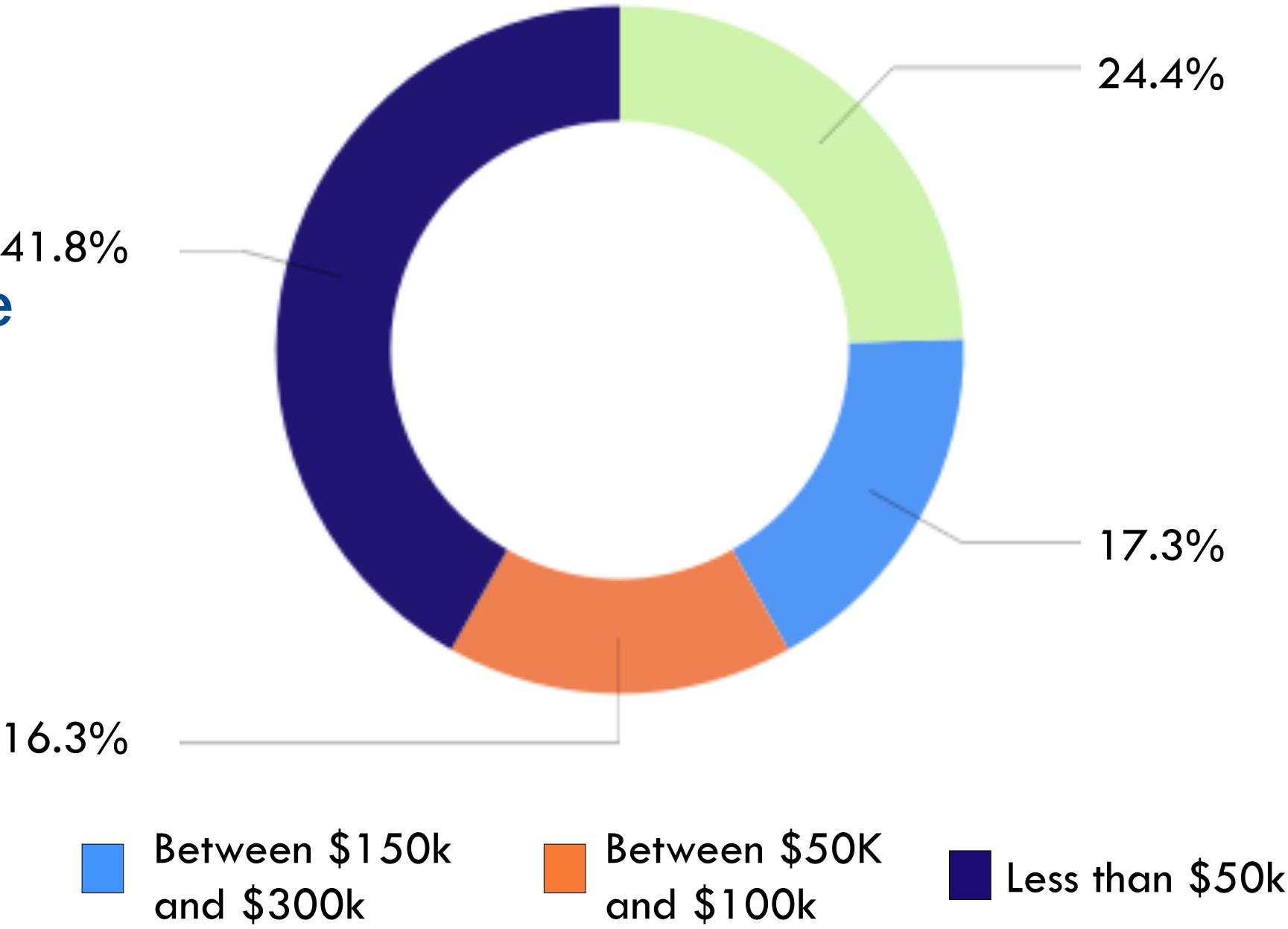
Response: Regularly



- Library
- Parks and recreation
- Police or fire
- Council on aging

- Public works
- Health or human services (including councils on aging)
- Schools

How much funding would you estimate is dedicated to arts and culture work in your city or town, including staff costs?



What does this funding support?

| # | Answer | % | Count |
|---|--------------------------------|--------|-------|
| 1 | Staff | 26.39% | 71 |
| 2 | Grants to local orgs/people | 20.07% | 54 |
| 3 | Artists directly | 16.36% | 44 |
| 4 | Events | 28.62% | 77 |
| 5 | Other | 8.55% | 23 |
| | Total | 100% | 269 |

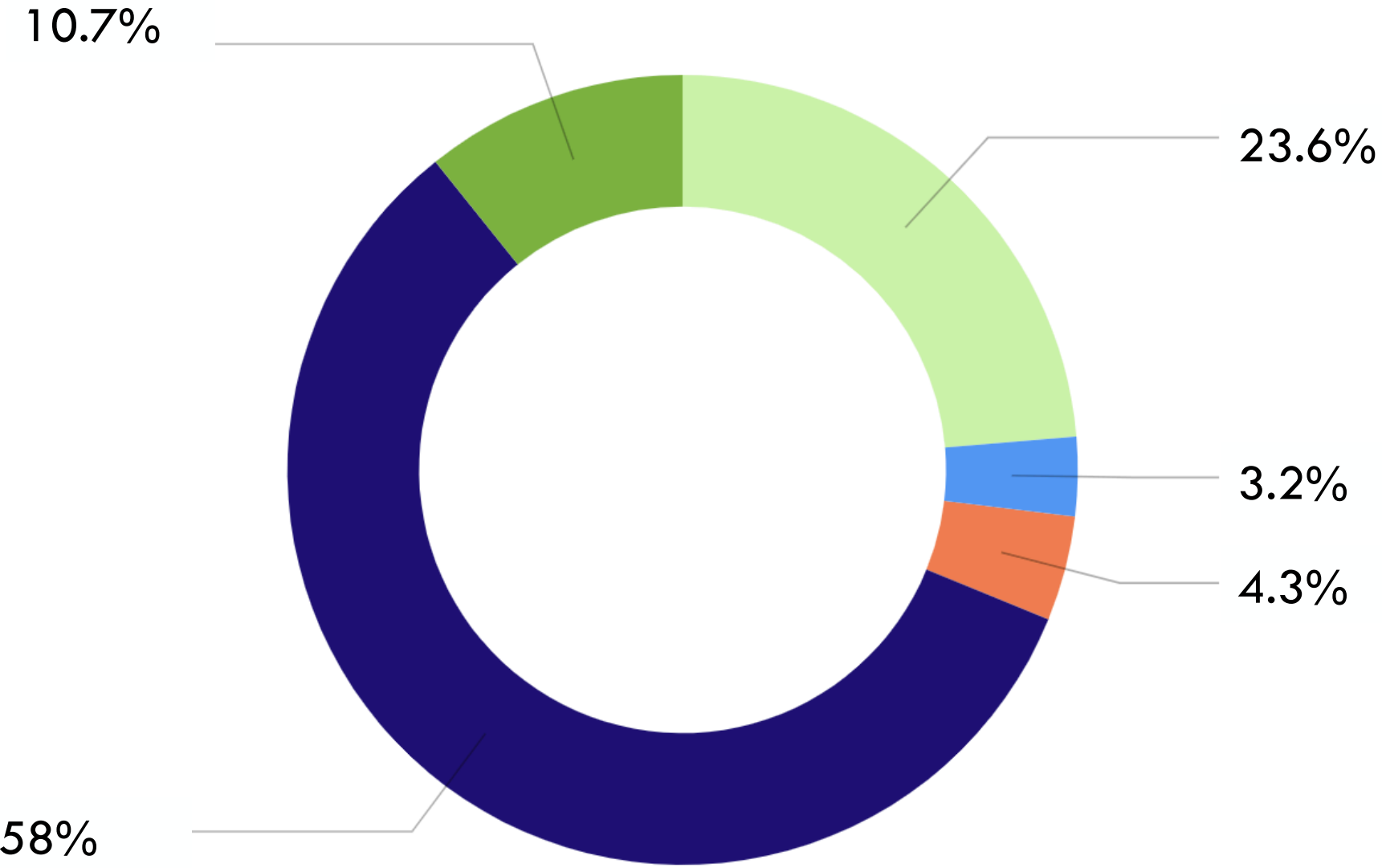
Where does the funding for arts and culture work in your city or town come from and what percentage of your overall funding would you estimate comes from each source?

| Field | Maximum | Mean |
|---------------------------------|---------|------|
| Municipal budget | 100 | 38.8 |
| Federal/state funding or grants | 100 | 29 |
| Community partners | 85 | 24.7 |
| Foundations/3rd sector parties | 80 | 16.5 |
| General community fundraising | 80 | 13.4 |
| Other | 60 | 18 |

Support for Arts & Culture



What led to the development of arts and culture programming in your city or town?



- Community/resident interest
- Political leadership
- Arts and culture history and institutions
- Combination
- Other

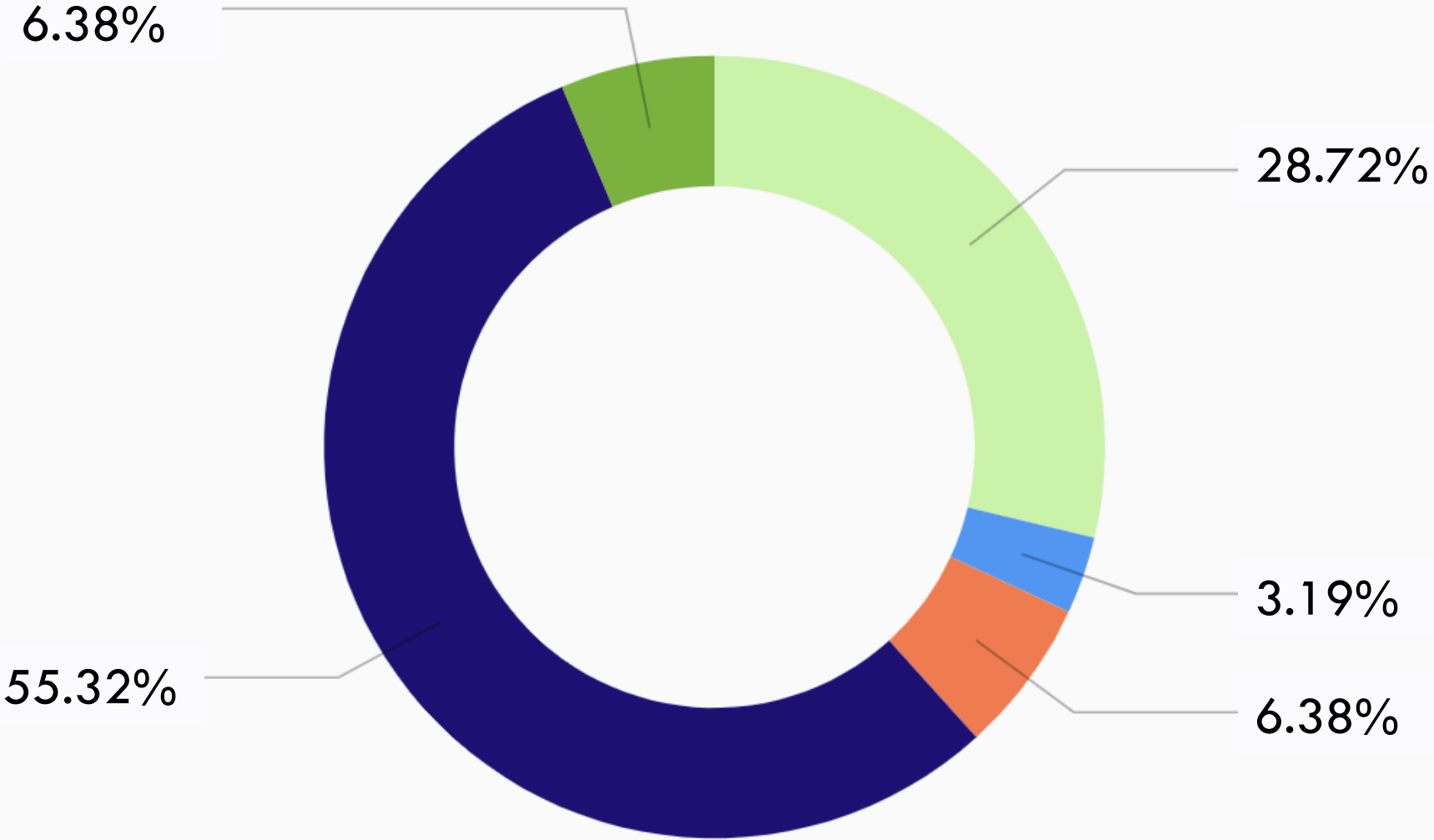
Who/what is the main driver behind the arts and culture function in your city or town?

“The artists themselves and the venues that support them. We have two very active privately owned performance venues that bring people to town. We have a terrific gallery that hosts events and we have a very supportive and active audience base.”

“All organizations make extraordinary efforts, often in silos. I am more of a public voice/figure/resource for arts+culture due to my position. But I'd be nothing without my community.”

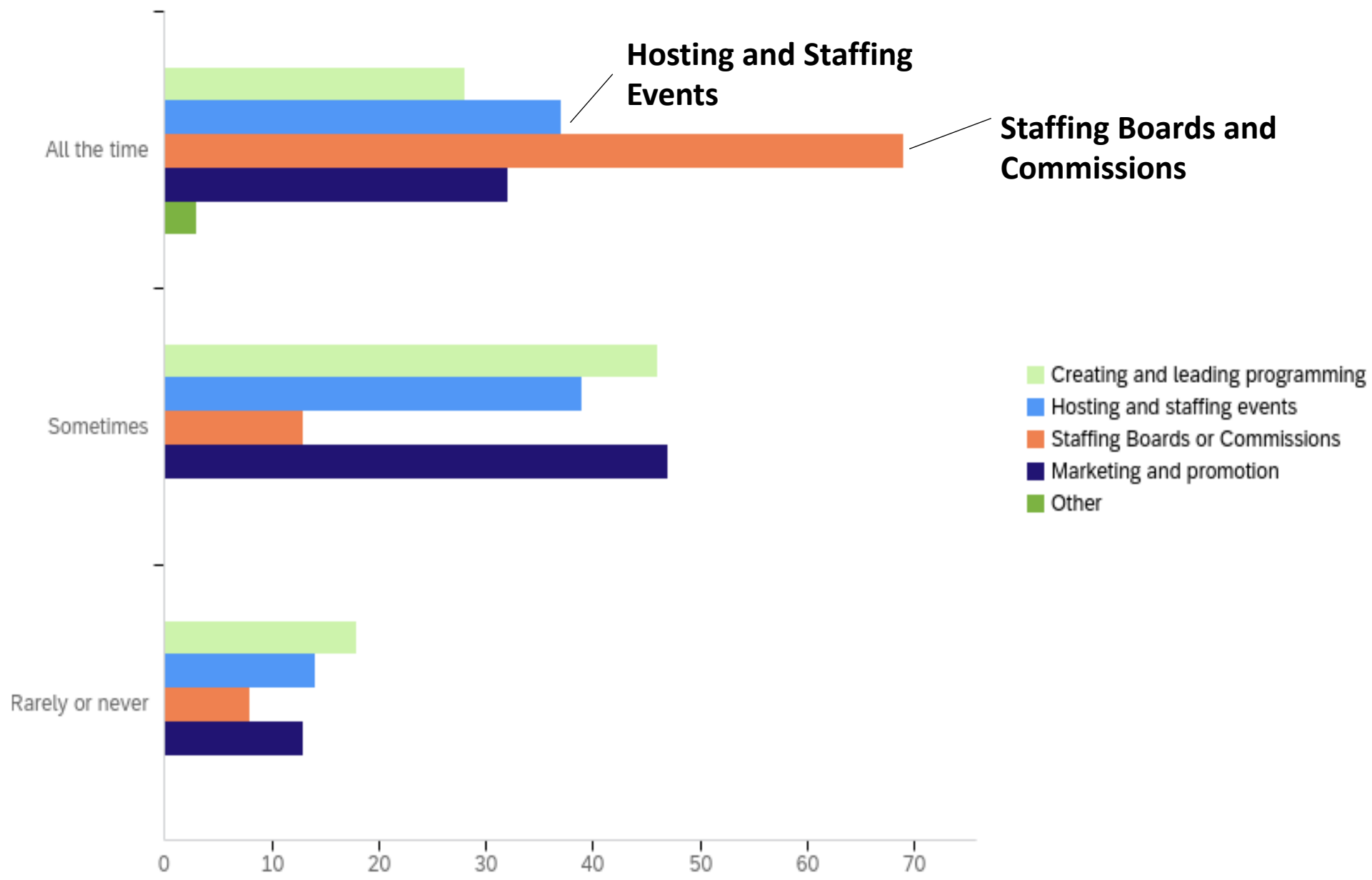
“A shifting and changing number of volunteers, seemingly centered on the Library, the schools, the ECAT cable access channel, Oakes Ames Memorial Hall, Stonehill College, local businesses like the Shovel Town Brewery, the Children's Museum...”

Why do you believe there is continued support for municipally sponsored arts and culture activities in your city or town?

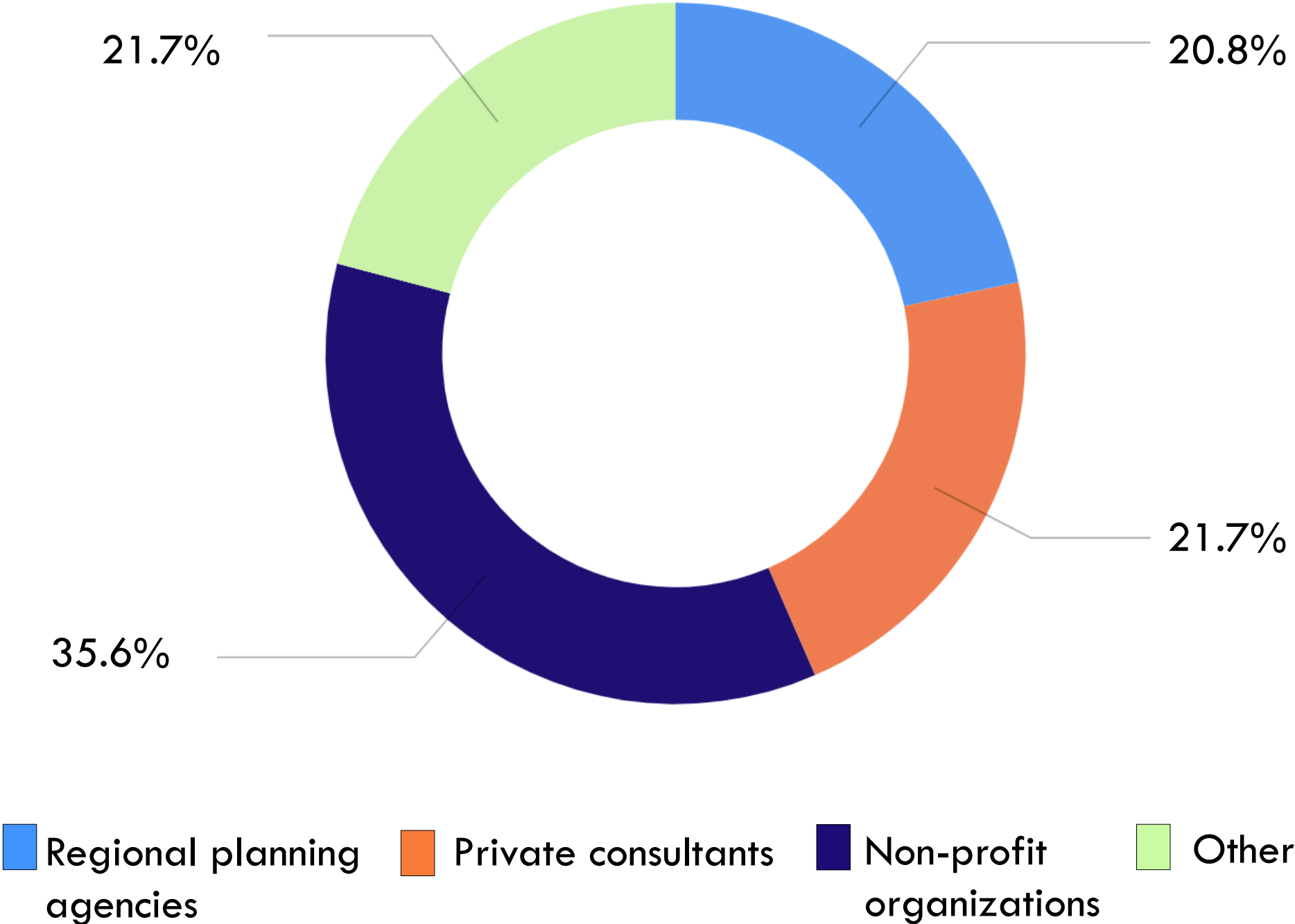


Community/resident interest Political leadership Arts and Culture History/Institutions Combination Other

How much do you rely on community volunteers to support different elements of arts and culture work?



Do you receive technical assistance or staff support from other governmental entities or private bodies?



53% of respondents said that there no active efforts/discussions in their city or town about increasing the amount of funding or staff working on arts and culture activities

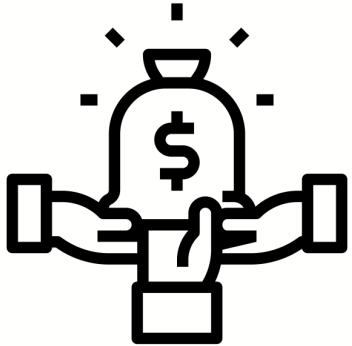
Challenges



Where are the greatest challenges in your city and town to achieving arts and culture goals?

| # | Answer | % | Count |
|---|---|--------|-------|
| 1 | Securing funding | 39.27% | 75 |
| 2 | Commitment of local leaders | 13.61% | 26 |
| 3 | Community disengagement | 13.61% | 26 |
| 4 | Lack of institutional support | 9.95% | 19 |
| 5 | Difficulties connecting with arts and culture community | 10.47% | 20 |
| 6 | Other | 13.09% | 25 |
| | Total | 100% | 191 |

What do you believe are the greatest challenges in your city or town to achieving arts and culture goals?



Created by AmOkay
from Noun Project

Securing funding:

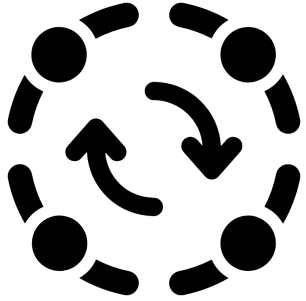
“I believe that the arts commission has done a great job of securing funding from the Town, but they are struggling to prove, with numbers, the value of that investment. They had their funding cut last fiscal year by \$5,000.”



Created by Vectorstall
from Noun Project

Commitment of local leaders:

“Various artistic organization exist in Lawrence and they're constantly competing for the same pools of grants. Without a supporting entity through the City, non-profits are left to resolve their own issues and find their own resources.”



Community disengagement:

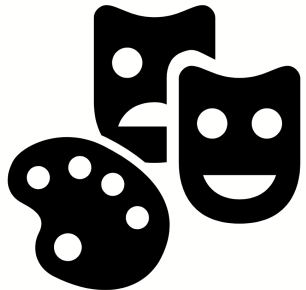
“Neighborhoods are very segmented. We all face challenges of how to strengthen diverse leadership in the arts and culture sector and drive more diverse audiences to arts and culture events.”



Created by Popular
from Noun Project

Lack of institutional support:

“Institutionalized hurdles, like liability concerns, payment systems (reimbursement vs. actual grants), siloed departments with lack of trust, sometimes low-quality online platforms for featuring and organizing information and opportunities, etc.



Difficulties connecting with arts and culture community:

“Finding artists for our exhibit space has sometimes been difficult because there is no general contact or clearinghouse.”

What do you believe are the greatest challenges in your city or town to achieving arts and culture goals?

Other responses:

“Data Collection”

“Past efforts were insular and not inclusive and no outreach.”

Volunteers Dependency with is affected by lack of volunteers or burnout. “--success depends on their commitment and abilities.”

“Logistical barriers to residents and community groups equitably participating”

“Rapid pace of private and university development and potential for gentrification and artist/organizational displacement “


Further Questions



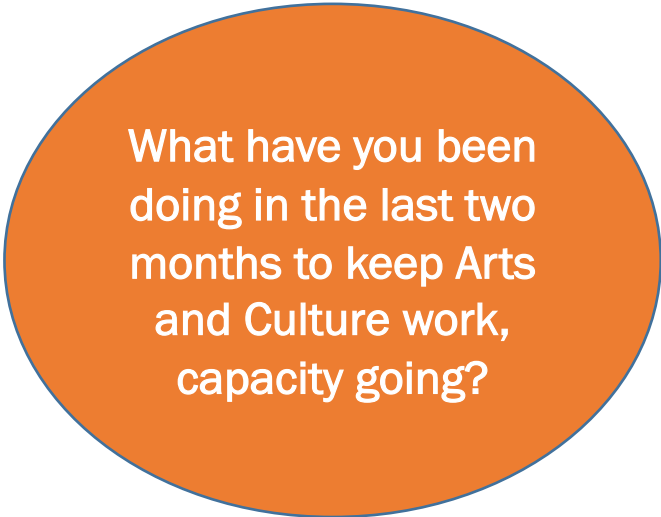
State of the Sector



Breakout Groups - Questions



What is happening to Arts and Culture activities in your communities? And to artists?



What have you been doing in the last two months to keep Arts and Culture work, capacity going?

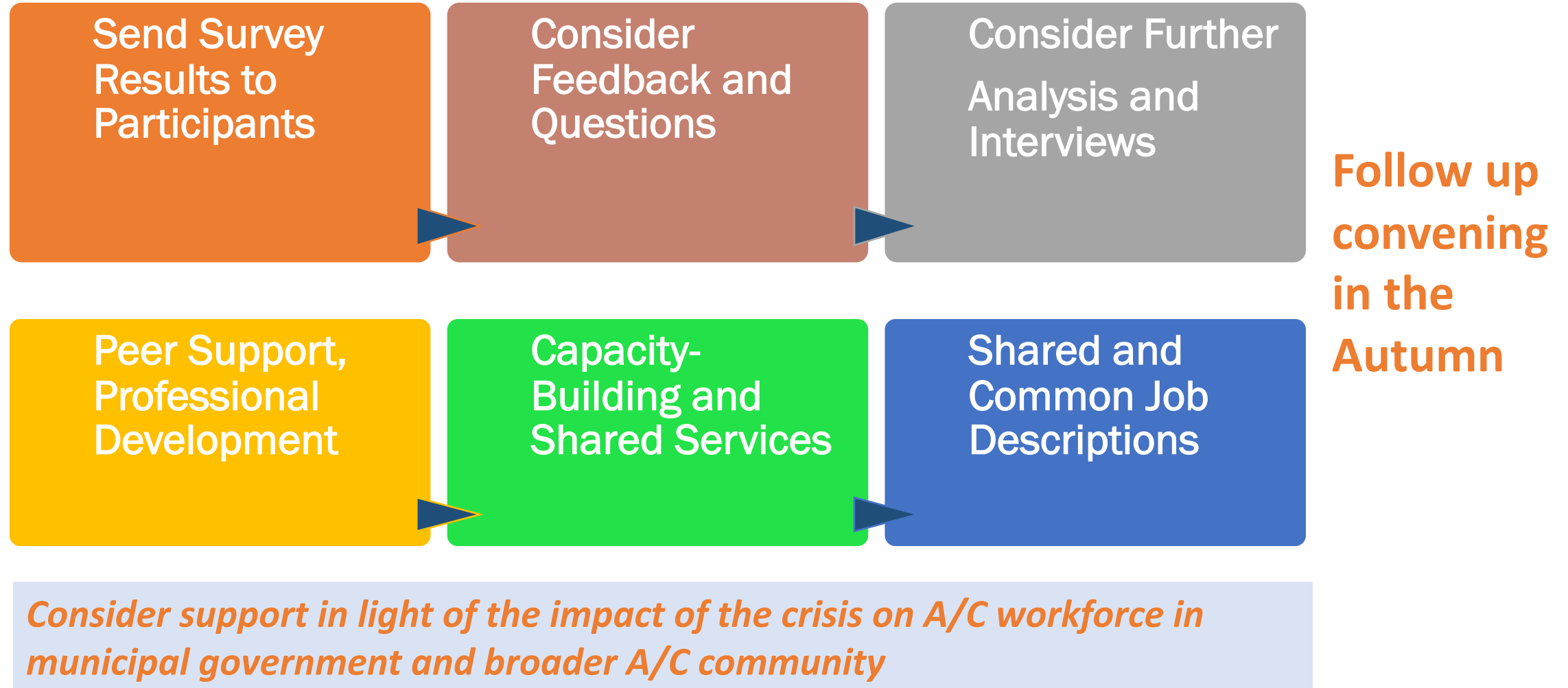


What are you looking to do to support Arts and Culture activities in coming months?

Next steps



Where do we go from here?



Until next time...

- **Jennifer Sien Erickson , Annis Sengupta, Mark Fine**
- Arts & Culture and Municipal Collaboration Departments
- Metropolitan Area Planning Council
60 Temple Place, Boston, MA 02111
jerickson@mapc.org, asengupta@mapc.org, mfine@mapc.org
- **Arts & Culture Department:** www.mapc.org/artsandculture
- **American Planning Association Arts and Planning Interest Group (APIG):** <https://www.planning.org/divisions/groups/arts/>

