

**THE BERKELEY CULTURAL NEEDS
ASSESSMENT AND FINDINGS
WITH RECOMMENDATIONS FOR THE
BERKELEY CULTURAL PLAN**



A WORKING DOCUMENT

February 2003
(Revised 5.03)



I. INTRODUCTION

This report contains the research and analysis conducted for the City of Berkeley's Cultural Needs Assessment. Its findings and recommendations serve as the foundation for the development of the Berkeley Cultural Plan, which will be shaped through a public process that mirrors that of the assessment, allowing for responses to the consultant's recommendations. The final goals and implementation strategies will be developed from this public input.

The assessment process included extensive document review, interviews with Berkeley cultural and civic leaders, three public neighborhood meetings, and discussions with the City of Berkeley Cultural Advisory Committee. In addition, a needs and financial status survey was mailed to all known Berkeley cultural organizations, and posted on the City's web site. Another survey, designed to gather resident input on cultural needs, was also posted to the City's web site. The Civic Arts Program provided the consultants with additional information on arts organizations and their budgets, and the consultants used the GuideStar database of Form 990s to extend the database of arts organizations to 135 within Berkeley.

A complete listing of interview participants, meeting attendees, organizations, and survey responses are included as addenda to this report.

From this input, the consultants have distilled the following:

- ✓ A report on the baseline conditions of the arts and culture in Berkeley, to inform the cultural plan goals.
- ✓ A summary of public input on strengths, weaknesses, opportunities and threats that impact the baseline conditions, pointing to actions that should be detailed in the cultural plan to strengthen and secure the arts and cultural life in Berkeley.
- ✓ An analysis of the economic and audience impacts of the arts and culture in Berkeley.
- ✓ A mapping of the arts organizations in Berkeley, demonstrating their disbursement through all Berkeley neighborhoods.
- ✓ A database of Berkeley arts and cultural organizations.

- ✓ The consultants' responses to these findings, in the form of recommended goals and implementation strategies for the Berkeley Cultural Plan.

Berkeley's rich cultural landscape, shaped through the nature of its residents and the presence of the University of California–Berkeley, is deeper and more diverse than what typically would be found in a city of just over 100,000 residents. With at least 135 arts and cultural nonprofits, the arts sector is among the largest industries in Berkeley. The industry provides 3,400 jobs, reaches an annual audience of 1.7 million, and has a combined budget of \$70 million. This extensive impact signals the importance of the arts and cultural activities in Berkeley to the City's economic and social well-being. Hence, the importance of this study and resulting plan; it will assist the City of Berkeley in its efforts to continue to strengthen and support this important economic and social force.

II. SETTING THE STAGE

This chapter of the assessment report synthesizes input from the interviews held by the consultants with cultural and community leaders, along with important baseline statistics that inform and provide a foundation for the cultural plan.

THE NATURE OF BERKELEY

Berkeley is a culturally rich, vibrant community influenced by its diversity, its cooperative nature, the presence of the University and its rich history as a home for the creative and intellectual. With a population of 102,743¹, Berkeley ranks as the 50th largest city in California.

It is a constantly changing city; just 46 percent of its current population resided in the city in 1995. It is also a young city, as reflects a college town: 33 percent of the population is between ages 18 and 30. While the majority of the population is white (59 percent), 17 percent of the population is Asian/Pacific Islander, 10 percent is Hispanic and 14 percent is African-American. Almost a third of the population speaks a language other than English, mostly Asian languages, followed by Spanish and then by other Indo-European languages.

It is a highly educated community, with over a third of the population having graduate or professional degrees and another 25 percent having bachelor degrees. Over 60 percent of the employment base is in management, professional and related occupations. Despite this high level of education, lower income households out pull high-income households: just under a third of the Berkeley households earn \$25,000 or less, while 26 percent of the Berkeley households earn \$100,000 or more. The other half of the households earn between \$25,000 and \$99,000.

¹ Source for all demographics on this page: US Census, 2000.

“Cultural activity in Berkeley is a window to our interior, and we need to make sure that the window is as wide as can be. There is a cultural life here that is real, and reflects its citizenry. It is a true cooperative community, and our cultural plan needs to describe that.”

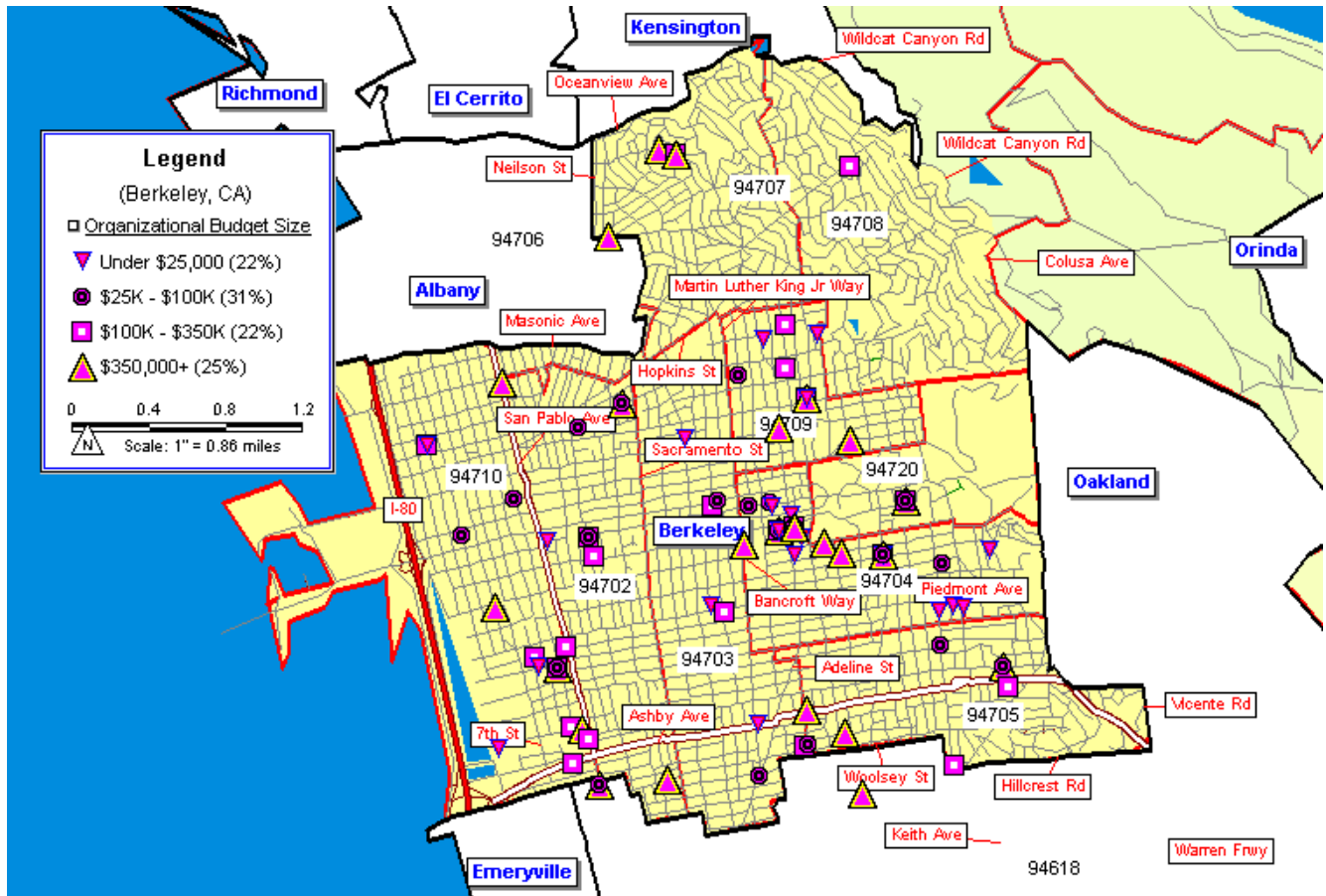
– John Roberts, Chair, Design Committee,
Downtown Berkeley Association

It is an arts-rich city, with at least 135 arts or arts related non-profit organizations housed within the community. Of these, 100 have budgets above \$25,000, the size budget at which nonprofit organizations are required by law to provide annual financial reports to the IRS. From the information provided by the organizations themselves, the following statistics are evident:

- ✓ Berkeley’s nonprofit arts organizations reached an audience of 1.7 million people in 2002.
- ✓ Their combined direct operating budgets are \$70 million.
- ✓ The total direct economic impact of the arts in Berkeley for 2002 is \$117 million reflecting organizational and off-site impacts for 130 organizations.
- ✓ The minimum state and local tax revenue impact of the arts in Berkeley in 2002, from organizational and off-site impacts, is \$44.73 million.
- ✓ Berkeley’s arts organizations served 75,021 students and teachers K-12, through residencies, performances, in school and after-school, and teacher professional development programs in 2002.

LOCATION: MAPPING BERKELEY'S ARTS

Berkeley's arts organizations are truly citywide, located in all areas of the City.



This map illustrates the geographic layout of 125 arts organizations from which budgets were used for this analysis. These entities could be associated with valid addresses and are mapped above. (Note that organizations that use post office box addresses cannot be mapped.) The legend for the map identifies the organizations by budget size.

ECONOMIC STIMULUS: MORE DISTRICTS

“The arts have saved downtown Berkeley.”

—Steve Baker, Executive Director, Freight and Salvage

“Downtown is culturally vibrant. It is now a place to learn, to recreate. The arts have helped the renaissance of the downtown.”

—Fran Gallati, Executive Director, Berkeley YMCA

The arts are a powerful force in Berkeley. They are a force that has recently been fueled by increasing support from the City of Berkeley, including identifying “a program to promote and establish the Downtown as a regional center for the arts, culture, and entertainment” within the City’s General Plan. The Civic Arts Commission, established in 1980, manages a two-tier Grants Program (operating and program support) for arts organizations, provides information and technical assistance to the arts community, and administers a growing, highly regarded Public Art Program. In addition, and likely benefiting from the Commission’s location within the Office of Economic Development, the City has in the past decade created several economic stimulus packages for major nonprofit arts organizations, for facility development and expansion within the Addison Street District. Berkeley Repertory Theater, Aurora Theater, Jazzschool and Capoeira Arts Café are beneficiaries of this, as well as Freight and Salvage, which will soon open a new venue on Addison Street across from the Berkeley Repertory Theater. The district is also expanding beyond its original boundaries through the upcoming relocation of the University Art Museum and Pacific Film Archive to Downtown. The Judah Magnes Museum, the Shotgun Players, and Central Works Theater are also potential members of an enlarged downtown cultural district.

There are other burgeoning cultural districts in Berkeley, also seeking the types of economic incentives that have had such an impact on the Addison Street Arts District. Cultural organizations and artists in South Berkeley seek designation of a formal South Berkeley Cultural District, and the many ceramicists working in West Berkeley look for further development of the newly designated Artisans’ District there. These two areas could well use the economic model

of low interest loans, capital funding, and business development incentive that have aided the organizations within the Addison Street District.

“Artists don’t have living, working, or exhibiting space. It would be great if the West Berkeley Artisans’ District could get some zoning changed so that artists could live and work more affordably. It’s time to develop a district in West Berkeley.”

– John Solomon, Owner, Caffè Venezia

ARTS IN EDUCATION

“The Berkeley Schools Excellence Program comes up as a tax measure for refunding, in 2006. At that time, we need to be sure it strengthens overall arts funding, because at this time the spending only goes for instrumental music.”

– Mary Friedman, former Director of the Public Education Foundation

Berkeley’s arts organizations are major providers of arts education to Berkeley schools and youth, but there is still much to be done to increase the depth and range of arts education to all grades, and through after-school programs in Berkeley. Currently, instrumental music is the only art discipline that is consistently funded, K-12. Efforts are underway to expand funding for all arts disciplines. There is also no specific local funding for arts organizations to offer residencies or even to form long-term partnerships with Berkeley schools: much of the arts education programming offered by Berkeley groups goes elsewhere in the Bay area, based on funding. The need to keep more of this programming in Berkeley is important: based on input to the planning process, residents want to see more arts in the schools. Arts leaders and Berkeley residents alike want to see more after-school programs, on and off school campuses, that are particularly targeted to Berkeley teens.

GRANTS AND OPERATING SUPPORT

In addition to funding for arts in education efforts, Berkeley arts groups need local operating support. The City is commended for the fact that its arts funding has increased from \$65,000 in 1998 to \$257,716 in 2002, having gone through a review process with public meetings and an outside consultant in 2000. Berkeley still is only able to fund less than .004% of the total operating budgets of its arts organizations. Berkeley's arts organizations report that they provide employment and/or compensation for 6,269 arts workers, and according to Micro IMPLAN economic modeling suggests that a total of 3,400 jobs are generated due to arts and cultural expenditures². At present, 35% of Berkeley's arts organizations are running deficits. The combined deficit or budget shortfall of Berkeley arts organizations is \$1.6 million, and reductions in state, federal and private sector funding suggest that this amount could increase this year, with the likely result of less employment and related negative economic impact to Berkeley.

Berkeley arts leaders want a more sophisticated and multi-faceted Grants Program, with two levels of operating support (large and smaller organizations), and project support. They would like a larger number of organizations funded each year, with different criteria for operating support/large organizations and smaller organizations. In addition, there is strong sentiment in favor of arts education grants, and artist awards or fellowships.

Many of those interviewed would like an increased formalization of the grants panel process, to ensure equity and eliminate any perceived issues in the size or number of grants awarded. And they would like the Civic Arts Program to work with other city agencies to develop new funding for capital development beyond the projects that have been funded in the downtown Arts District.

² Source: Micro IMPLAN economic data for Berkeley. Survey respondents (25 organizations listed providing 6,269 jobs.)

MARKETING AND INFRASTRUCTURE

“Arts districts have no marketing dollars behind them. At the CVB, we have to market to fill hotels, not theater seats – there is no allocation for that. We need marketing for the arts, the districts, signage, a box office.”

– Barbara Hillman, Executive Director,
Convention and Visitors Bureau

In many ways, the Arts in Berkeley are recently discovered phenomena. The growth of major institutions such as Berkeley Rep, as well as the upcoming relocation of the University Art Museum and Pacific Film Archive to downtown, provides the type of large scale destinations not typically found in a community of just over 100,000 residents, or even a college town. The number and diversity of midsize and smaller organizations balance these large entities, and permeate the city’s neighborhoods. Marketing, publicity, and recognition haven’t caught up to these assets. There is no central box office, limited joint marketing and publicity, and no consistent funding for the marketing of Berkeley’s arts to residents or as an attraction for visitors.

The successes of the downtown and its Addison Arts District have created some unintended problems that may limit future success. Parking is a major issue, and as more cultural destinations open, the problem will become more acute to the point where many arts leaders question whether they will be able to meet and serve audience demand in the coming decade. Political concerns over increased auto traffic have countered development of the parking infrastructure needed. This leaves arts leaders wondering how new performances and events in upcoming venues such as Freight and Salvage, or the Pacific Film Archive – which shows 600 films a year – can accommodate audiences.

“The City has invested \$5 million in Addison Street, but the very things they are building need parking infrastructure.”

– Susie Medak, Managing Director, Berkeley Repertory Theatre

THE CULTURAL TRUST: ADVOCACY AND PARTNERSHIP

The Berkeley Cultural Trust has evolved over the past few years as a network organization primarily including downtown arts organizations, and increasingly is seeking to involve all arts organizations within the City. Its goal is to advocate for the arts to the City and other funders, to seek increased funding for the arts and possibly to undertake marketing and other initiatives. Its members and others in the arts community, see it largely as an important coalition that has great potential to advance the arts in the community. One of the Trust's interests is in advocating for dedicated funding from the City of Berkeley, resulting in increased grant funding to the arts. An increase in the City's Transient Occupancy Tax has been noted as a possibility. Other possibilities, as evidenced in other cities throughout the country, include a tax on parking revenues, prepared food/beverage tax revenues, or other revenues. With the economic impact analysis provided through this assessment, the Trust has the information it needs to work closely with the City in shaping the most appropriate type of funding mechanism to continue to strengthen the arts sector. Some arts leaders would also like the Trust and the City to assess how thoroughly developers have complied with the Arts Density Bonus that allows for height variances in return for providing below market value, street-level work/performance space to nonprofit arts organizations in the downtown core. Others would like the Trust to first advocate for more downtown parking and longer BART hours to facilitate audience development.

BERKELEY AND THE UNIVERSITY

UC Berkeley's presence in the arts is powerful. Cal Performances is Berkeley's largest arts organization, with a budget of \$11 million. The UC Berkeley Art Museum & Pacific Film Archive is the third largest arts entity in Berkeley, with a budget of \$6 million. Hundreds of faculty and students in the arts provide a calendar of nearly daily performances, exhibitions, and programs open to Berkeley residents. The planned

move of the Art Museum & Pacific Film Archive to downtown Berkeley is significant, within this, in moving a large segment of the University's arts life off campus and into the heart of the community. It is a major economic investment in downtown, one that will significantly expand the impact of the arts district. UC Berkeley's arts leaders note that their developmental issues are no different from those noted by other Berkeley arts organizations. Artist housing and studio space are huge problems for the University. Parking downtown is a major concern related to the move of the Museum, with groundbreaking planned for 2007. Collaborative marketing and audience development are priority areas as well.

ARTISTS IN BERKELEY

"This is a part of a bigger system. It is very hard for an artist to run as a business in Berkeley. Artists are getting priced out of Berkeley. It is hard to know how much longer this City can be a home for artists."

- Mildred Howard, Artist

According to the organizational surveys submitted for this assessment, Berkeley arts organizations likely employ or compensate about 1,800 Berkeley artists per year. Nearly twice as many artists who are employed or compensated by Berkeley arts organizations live outside the City. Comments from artists throughout the assessment point to the increasing costs of living and working in Berkeley, and the lack of both live/work space, and exhibition space. Co-op galleries are in short supply. Artists also feel the pinch of having to pay business tax in the city and note that cities elsewhere have moved to offering tax incentives to attract high concentrations of artists. Some noted that Emeryville has put together a good incentive plan for artist live/work space, and is beginning to attract quite a few Berkeley artists.

PUBLIC ART

One of Berkeley's arts strengths has been its Public Art Program, which has focused its efforts largely on Downtown and the Addison Street District, but which is a city-wide, on-going effort. The program and its operations are highly regarded, and the outcomes have had a strong visual impact throughout downtown. While it is not possible to calculate the economic impact of the program, some community leaders have suggested that the increase in the Addison Street Arts District economy can in part be viewed as stimulated by the placement of art that has enhanced all property values in the area. Berkeley artists and arts leaders would like to see the program expand to other Berkeley neighborhoods, and would like to see budgets for individual projects be increased so that major works could be developed.

CIVIC ARTS PROGRAM

Berkeley's Civic Arts Program has a 1 full-time and 1.3 part-time staff members and a huge mandate. The size of Berkeley's arts community, the diversity of its organizations and the number of artists, all point to an office that needs to serve as a hub of communications, planning and funding. As stated above, there are needs in virtually all arts and cultural development areas, from education to development of districts and related capital investment in the arts. There is a need for a larger and more responsive Grants Program, complete with more formalized grants panel processes and criteria. As the Public Art Program grows, the need for administrative oversight grows. Marketing is a need well articulated through the needs assessment process, with calendars, clearinghouse activities and cultural tourism promotion at the top of the list.

Virtually all of the arts leaders interviewed for this assessment feel that the City cannot meet the needs of the growing arts and related creative enterprises without additional staff and/or contracted positions. Some also wondered if Berkeley couldn't take advantage of the natural synergy between Civic Arts and Convention and Visitors Bureau, noting that this might

strengthen marketing capacity without duplicate staff. Others noted that the many activities around festivals – scheduling, permits and the like – should be located within Civic Arts, again potentially offering synergies and savings. Still others questioned the positioning of the Civic Arts Program within Economic Development, noting a trend in which cities are locating their arts programs at the cabinet level, as a stand-alone department. The total Civic Arts Budget (FY 03) is \$579,535, of which less than a quarter goes to administration and operations. The grants budget, as noted above, is just over \$257,000, funding 61 organizations and/or projects, and the program has an allocation of less than .5 staff for grants management. There is no budget or staff for arts education, fundraising or on-going cultural development/ cultural planning such as the development of overlay districts, capital fund development or the like. With such limited staffing, further support of Berkeley’s cultural development will be difficult.

SUMMARY

These are the conditions that have been brought to the cultural plan by Berkeley’s arts organization leaders, community activists and artists. While not every issue is equally charged, there is significant public sentiment about each of these points, and a desire to see each addressed in the cultural plan. Berkeley has invested considerably in its arts development in recent years, and the arts organizations in turn have invested in Berkeley. Both investments now need to be furthered with infrastructure, marketing, and continued development.

III. SUMMARY OF CULTURAL NEEDS ASSESSMENT INPUT FROM NEIGHBORHOOD MEETINGS

The following needs and their related recommendations to the City of Berkeley for inclusion in the Cultural Plan have been synthesized from the three neighborhood meetings held in November, 2002, as a part of the needs assessment process. They are not listed in priority order. Members of the Civic Arts Commission facilitated the meetings.

- ✓ Cultural districts are a good idea if they are defined in a natural way: by the type of arts activities and a concentration of where artists live and work. These act as a stimulus for related businesses such as restaurants. People will start to associate Berkeley with the arts. This has started to happen in Berkeley, with existing organizations coalescing rather than importing new organizations, which is exciting. It is a great economic strategy to have a home for arts companies. However, these need to be inclusive of smaller organizations, and the City needs to not neglect all areas of the city.

- ✓ Zoning needs to be more aware and sensitive to the needs of the arts community.

- ✓ The City's permit process needs to be made clear to community organizations – i.e., permits for special events or festivals.

- ✓ There is a need for more gallery space throughout the City. Performance space is an important need, particularly a mid-sized venue for all types of arts organizations, all sizes. A dance venue is needed. A music performance space is needed, with much demand from organizations such as the Berkeley Symphony and Philharmonic Baroque. There is a desire for the UC Theater to be made available as a multi-use space.

- ✓ There is a need for more “activities” space for the public to be involved in the arts, with particular emphasis on teens/after-school activities. And, arts groups need to get out into the community and into the schools and non-traditional spaces. Go where the people are.

- ✓ Segments of the community are now left out of the arts. Berkeley's arts need to better engage people (children and families) at school, in neighborhoods, and at community centers. Creative outreach and close ties to the schools are important.
- ✓ There is a need for more PR and marketing for galleries and other arts destinations.
- ✓ There is a need to better inform the arts community about funding processes and opportunities in Berkeley and elsewhere.
- ✓ Public art should continue to be positioned throughout Berkeley, in more public buildings, and the City should consider findings ways to require arts in commercial development as a part of this, i.e. through a private sector Percent for Art Plan. The City should also consider increasing its Percent for Art to as high as 3 Percent for Art. Also, there should be incentives for "green" art. Immigrant cultures in Berkeley should be celebrated with plaques, murals, and storytelling. Memory gardens or memorial tiles should be considered. Including performing arts within the Percent for Art should be considered.
- ✓ There should be daily, hands-on participatory arts programs throughout Berkeley, using venues such as farmers' markets, churches, gardens, and schools.
- ✓ There is a need for a permanent collection of art by Berkeley artists, and a site for exhibiting the collection.
- ✓ A downtown branch of the Berkeley Arts Center would be valuable and appealing.
- ✓ Given the need for space faced by many Berkeley artists and organizations, there is a need for better communication, partnership, collaboration with existing spaces to be booked and used by artists, and to identify any potential private spaces – i.e. work with developers to find space. Parks and recreation spaces could also be used, but there is need to coordinate and market the space opportunities. There is also need for meeting space for the arts: existing spaces need to be inventoried and made more accessible.

- ✓ Affordable housing for artists is needed: gentrification is pricing artists out of West and South Berkeley. There is an opportunity for the creation of a Berkeley Ashby/Adeline Arts District, and for further development of the West Berkeley Artisans' District. What is needed for these are City support for public art/murals, clean sidewalks; good sidewalk lighting; a campaign to make people feel safe coming to the areas; commitment to parking resources; zoning and the types of funding/capital opportunities that helped the Addison Street District develop.
- ✓ Arts education is a major issue, and more work needs to be done to ensure that there are more arts teachers and higher quality arts programs in the schools. More performances and arts events should be placed at the schools, linked to education. A mentoring program for teens is important. More residencies should be encouraged. Also, there should be attention given to providing arts education for adults (not just youth and seniors.)
- ✓ Funding is a primary issue. There is not enough funding from the City of Berkeley to sustain the infrastructure of the arts that it has encouraged to develop. Options are to add 1 percent to the Transient Occupancy Tax (hotel/motel tax) to go to the arts, or to evaluate options such as a video rental tax, entertainment industry tax, or parking/meter tax.
- ✓ There isn't enough communication among artists and arts organizations. There are thousands of artists and arts workers in Berkeley: where are they? These cultural needs assessment meetings have been an important opportunity for sharing of ideas, and a forum to continue this dialogue should be developed, such as a regular forum for networking. The City might also establish a standing committee to oversee communications (i.e., web site development), links to all groups' web sites, an inclusive calendar of arts events, an annual directory of Berkeley art/artists/events, central ticketing, and the like. The City needs to update its arts web site. Marketing and audience development are a central topic for discussion, including developing a Berkeley arts program to be broadcast on stations such as KQED. There is a desire to revisit the City's prohibition on "sandwich boards" and to install these in all arts districts. Also, there is interest in using mechanisms such as

collaborative “what’s going on in Berkeley” ads in the newspaper, coordinated by the City, in working with the Chamber of Commerce, installing public kiosks, and other marketing approaches.

- ✓ There needs to be a mechanism in place for the arts community to be more inclusive. There is concern that non-professional artists are left out, that various ethnic communities are left out, and that arts-related businesses need to be included in all dialogue and planning. Businesses such as the East Bay Depot for Creative Reuse, Tinker’s Workshop and others are an example of the types of businesses that should be included in the arts community. Also, the culinary arts should be a part of the network and dialogue, and heritage should be a part of the arts.
- ✓ There should be more support given to free outdoor arts festivals.
- ✓ The City needs to support continued arts facility development for exhibitions, performance, and workspace, and also an enlargement of the City’s arts support staff. Within the Civic Arts Program, there needs to be a “go to” person. The City needs to have a larger staff for the arts, comparable to Ventura, Palo Alto and other similar size cities that have six to eight staff members for the arts.
- ✓ A more formal process for evaluating grants, and more information on the grants process and availability, should be put in place. Also, the City should evaluate providing access to grants to organizations that are arts focused but not arts exclusive, and to help individual artists who don’t have 501 (c) 3 status.

IV. ACTIVITIES AND ECONOMIES OF THE BERKELEY ARTS SURVEY RESULTS IN DETAIL

ORGANIZATION DESCRIPTIONS

The largest group of survey respondents (42.9%) is associated with the performing arts. This group is comprised of performing arts organizations (21.4%), performing arts producers (3.6%) and performing arts presenters (17.9%). The largest “other” category is made up of arts education organizations (39.3%).

Table 4.a. Primary Category That Best Describes Your Organization

Survey Respondents	Frequency <u>n</u> =28	Percent
Performing arts organization	6	21.4%
Other	6	21.4%
Performing arts presenter	5	17.9%
Arts education organization	4	14.3%
Festival, fair or special event	3	10.7%
Visual arts	2	7.1%
Performing arts producer	1	3.6%
Literary arts	1	3.6%
Gallery/commercial establishment	--	--

Table 4.a.1. Primary Category - Other

Survey Respondents	Frequency <u>n</u> =6
Children’s Museum (multidisciplinary)	1
Coop Gallery	1
Farmers’ Market	1
Historical Association	1
Merchant Association	1
Senior Center	1

Table 4.b. Other Categories That Also Describe Your Organization

Category of Survey Respondents	Frequency <u>n=28</u>	Percent
Arts education organization	11	39.3%
Visual and media arts	10	35.7%
Literary arts	9	32.1%
Performing arts presenter	9	32.1%
Performing arts producer	8	28.6%
Festival, fair or special event	8	28.6%
Performing organization	4	14.3%
Arts service organization	3	10.7%
Gallery/commercial establishment	2	7.1%

Table 4.c. Production/Presenting Areas

Survey Respondents	Frequency <u>n=28</u>	Percent
Music	19	67.9%
Dance	14	50.0%
Visual arts / public art	14	50.0%
Interdisciplinary arts	10	35.7%
Theatre	10	35.7%
Crafts	9	32.1%
Literature	9	32.1%
Photography	8	28.6%
Folk arts	8	28.6%
Opera / musical theatre	4	14.3%
Other	3	10.7%
Media arts	2	7.1%
Design arts	2	7.1%

Table 4.c.1 Other Production / Presenting Areas

Survey Respondents	Frequency <u>n=3</u>
Language	1
Story telling	1
Street theatre	1

PROGRAMS AND SERVICES

Survey respondents indicated that city-acquired grants programs, business partnerships and collaborations plus citywide public relations on local arts and culture are the most helpful programs and services to Berkeley arts and cultural institutions. Participation in shared office space and administration was indicated to be the least helpful service or program.

Table 4.d. Extent To Which These Programs And Services Would Be Helpful To Your Organization³

Survey Respondents		<u>n</u>	Average	Range
A.	Business partnerships and collaborations	28	7.9	2 - 10
B.	City-wide public relations on local arts and culture	28	8.2	2 - 10
C.	City-initiated education on local arts and culture	28	7.5	3 - 10
D.	Expanded web site and organizational links	28	7.5	4 - 10
E.	City-acquired grants programs	28	9.3	7 - 10
F.	Collaborative fundraising programs	28	7.9	3 - 10
G.	Cultural tourism promotion	28	7.4	2 - 10
H.	Grant proposal writing assistance	28	5.9	1 - 10
I.	Information sharing and networking	28	6.9	3 - 10
J.	Partnership programs with schools for arts in education	28	7.1	1 - 10
K.	Management workshops for staff	27	5.3	1 - 10
L.	Media relationship building	27	7.2	2 - 10
M.	Participation in shared administrative services (e.g. box office)	21	4.8	1 - 10
N.	Participation in shared office space	22	4.6	1 - 10
O.	Participation in shared rehearsal and performance space	21	6.2	1 - 10
P.	Planned giving assistance	24	7.4	1 - 10
Q.	Professional development/technical assistance for boards of directors	24	6.9	1 - 10
R.	Technology assistance/computerization	24	6.1	1 - 10
S.	Volunteer recruitment and training	26	6.3	1 - 10

³ Respondents were asked to rate on a scale of 1 to 10, to which extent these programs and services might be helpful to them.

Table 4.e. Percent of programming related to arts and culture

Survey Respondents	Frequency	Average	Range
Percent of programming, events and activities	27	93.3%	60% -- 100%

EDUCATION PROGRAMS

Performances and exhibits have the broadest reach, involving the most amount of teachers and students of any education program offered by Berkeley’s arts and cultural institutions.

Table 4.f. Total of K-12 Educational Programs

Survey Respondents	K-12 students served (Total)	# of school teachers involved (Total)	# of artists involved (Total)
A. Residencies	20,910	575	80
B. In-school performances/exhibits	16,640	152	169
C. Performances/exhibits at your facility	27,134	243	3,105
D. After-school programs at your facility	1,522	63	115
E. After-school programs at community spaces	210	10	25
F. Teacher professional development	650	227	90
G. Other	7,955	220	72

Table 4.f.1. K-12 Educational Programs Your Organization Provides -- Average

Survey Respondents	Total of K-12 students served		# of school teachers involved		# of artists involved	
	n	Average	n	Average	n	Average
A. Residencies	3	6,970.0	2	287.5	2	40.0
B. In-school performances/exhibits	8	2,080.0	6	25.3	7	24.1
C. Performances/exhibits at your facility	11	2,466.7	6	40.5	9	345.0
D. After-school programs at your facility	8	190.2	4	15.7	6	19.2
E. After-school programs at community spaces	3	70.0	2	5.0	2	17.5
F. Teacher professional development	2	325.0	5	45.4	2	45.0
G. Other	5	1,591.0	4	55.0	5	14.4

Table 4.f.2. K-12 Educational Programs Your Organization Provides -- Range

Survey Respondents		Total of K-12 students served (Range)	# of school teachers involved (Range)	# of artists involved (Range)
A.	Residencies	10 - 20,000	75 - 500	30 - 50
B.	In-school performances/exhibits	100 - 11,500	5 - 75	3 - 70
C.	Performances/exhibits at your facility	4 - 18,000	4 - 100	10 - 2,500
D.	After-school programs at your facility	1 - 500	1 - 50	4 - 60
E.	After-school programs at community spaces	10 - 100	5 - 5	5 - 30
F.	Teacher professional development	50 - 600	12 - 65	40 - 50
G.	Other	75 - 7,000	1 - 200	2 - 50

CULTURAL PLAN PRIORITIES

Few arts and cultural organizations can argue against the persistent need for more working capital. It is no surprise that “increasing contributed income for arts and culture” was the top choice for cultural plan priorities, followed closely by “increasing earned income for arts and culture.” Localism is a critical part of the Berkeley arts community agenda as “building local participation in arts and cultural activities within Berkeley’s city limits” was indicated to be the second most important cultural plan priority.

Table 4.g. Survey Response To Closed Ended Options: Cultural Plan Priorities⁴

Survey Respondents		<u>n</u>	Average	Range
A.	Building a strong arts and cultural image for the City of Berkeley	27	8.2	3 - 10
B.	Building LOCAL participation in arts and cultural activities within Berkeley's city limits	27	8.2	5 - 10
C.	Using arts and culture to strengthen K-12 education	26	7.3	3 - 10
D.	Developing cultural facilities to meet the community's arts and cultural needs	25	7.5	2 - 10
E.	Providing technical support to your organization	26	6.1	2 - 10
F.	Increasing contributed income for arts and culture	28	8.8	5 - 10
G.	Increasing earned income for arts and culture	25	8.5	2 - 10
H.	Increasing the quality of local arts and cultural programming	27	7.8	3 - 10
I.	Increasing the variety of cultural offerings	27	7.3	3 - 10
J.	Raising awareness about arts and cultural activities	27	8.2	3 - 10
K.	Strengthening cultural organization capacity to provide quality programming	26	7.9	2 - 10
L.	Using arts and culture to develop neighborhoods	27	7.1	2 - 10
M.	Using arts and culture to help at-risk youth	26	7.7	2 - 10
N.	Using the arts as a tool for city-wide economic development	25	7.4	2 - 10

⁴ Respondents were asked to rate the level of importance of the above cultural plan priorities on a scale of 1 to 10.

PARTNERSHIPS AND COLLABORATIONS

Table 4.h. Partnerships and Collaborations

Survey Respondents		<u>n</u>	Average	Range
A.	Schools K-12	26	7.7	4 -- 10
B.	Parks and recreation programs	22	5.5	2 - 10
C.	The library	26	6.7	3 - 10
D.	Health, human and social services	25	5.3	1 - 10
E.	Higher education	24	7.5	3 - 10
F.	Pre-schools and/or day cares	21	4.3	1 - 9
G.	Newer ethnic communities	26	7.9	5 - 10
H.	Seniors and retirees	27	7.1	2 - 10
I.	Other arts and cultural organizations	26	8.0	1 - 10

THE AUDIENCE

Table 4.I. Average Events and People Served

Survey Respondents		Estimated # of Admissions/Audience		Percent of audience from outside of Berkeley	
		<u>n</u>	Average	<u>N</u>	Average Percent
A.	Education Programs, Workshops, Lectures	16	7,456.9	14	46.7%
B.	Festivals, Street Fairs, Celebrations	11	32,870.5	9	49.7%
C.	Performances or Exhibitions	20	12,726.3	16	42.1%
D.	General Admissions/Visitors	9	44,116.7	5	56.0%
E.	Exhibits, Openings, Galas	11	841.0	9	41.7%
F.	Touring Events	6	32,967.5	2	90.0%
G.	Newsletters	14	6,193.8	10	46.5%
H.	On-line Interactions/Members	10	22,502.5	6	61.7%
I.	Other	4	8,234.2	--	--

Table 4.j. Total Events and People Served

Survey Respondents		Estimated # of Admissions/Audience (Total)	Percent of Admissions/Audience (Total)
A.	Education Programs, Workshops, Lectures	119,310	7.08%
B.	Festivals, Street Fairs, Celebrations	361,575	21.47%
C.	Performances or Exhibitions	254,527	15.11%
D.	General Admissions/Visitors	397,050	23.58%
E.	Exhibits, Openings, Galas	9,251	0.55%
F.	Touring Events	197,805	11.74%
G.	Newsletters	86,713	5.15%
H.	On-line Interactions/Members	225,025	13.36%
I.	Other	32,937	1.96%
		1,684,193	100.00%

Table 4.j.1. Events and People Served -- Range

Survey Respondents		Estimated # of Admissions/Audience		Percent of audience from outside of Berkeley	
		<u>n</u>	Range	<u>n</u>	Range
A.	Education Programs, Workshops, Lectures	16	30 - 30,000	14	5% - 95%
B.	Festivals, Street Fairs, Celebrations	11	75 - 300,000	9	5% - 100%
C.	Performances or Exhibitions	20	150 - 150,000	16	5% - 75%
D.	General Admissions/Visitors	9	250 - 160,000	5	40% - 75%
E.	Exhibits, Openings, Galas	11	1 - 2,000	9	10% - 80%
F.	Touring Events	6	55 - 150,000	2	80% - 100%
G.	Newsletters	14	113 - 26,400	10	10% - 75%
H.	On-line Interactions/Members	10	25 - 110,000	6	25% - 80%
I.	Other	4	787 - 30,000	--	--

Table 4.j.2. Events and People Served - Other Programs

Other Programs of Survey Respondents	Frequency
Berkeley Schools	1
Web site Calendar	1
Jazz/art events at library	1
Mailings for future performances	1

EMPLOYMENT STATISTICS

Table 4.k. Total Employment

Survey Respondents		Residing in Berkeley (Total)	Residing outside Berkeley (Total)
A.	How many permanent (9 months or more) <i>full-time</i> employees did your organization have for the last year or season?	60	131
B.	How many permanent (9 months or more) <i>part-time</i> employees did your organization have for the last year or season?	87	130
C.	How many <i>other</i> (less than 9 months) <i>paid</i> employees (temporary, seasonal) did your organization have for the last year or season?	293	266
D.	How many volunteers worked for your organization in the last year or season?	940	1,658
E.	What was the total number of volunteer hours worked at your organization for the last year or season (if unknown, please estimate)?	49,348	25,258
F.	How many artists from Berkeley were employed by your organization in the last year?	1,830	3,472

Table 4.k.1. Average Employment -- Last Fiscal Year

Survey Respondents		Residing in Berkeley		Residing outside of Berkeley	
		<u>n</u>	Average	<u>n</u>	Average
A.	How many permanent (9 months or more) <i>full-time</i> employees did your organization have for the last year or season?	14	4.3	11	11.9
B.	How many permanent (9 months or more) <i>part-time</i> employees did your organization have for the last year or season?	16	5.4	16	8.1
C.	How many <i>other</i> (less than 9 months) <i>paid</i> employees (temporary, seasonal) did your organization have for the last year or season?	13	22.5	14	19.0
D.	How many volunteers worked for your organization in the last year or season?	26	36.1	21	78.9
E.	What was the total number of volunteer hours worked at your organization for the last year or season (if unknown, please estimate)?	25	1,973.9	16	1,578.6
F.	How many artists from Berkeley were employed by your organization in the last year?	22	83.2	15	249.5

Table 4.k.2. Employment -- Range

Survey Respondents		Residing in Berkeley (Range)	Residing outside Berkeley (Range)
A.	How many permanent (9 months or more) <i>full-time</i> employees did your organization have for the last year or season?	1 - 23	1 - 60
B.	How many permanent (9 months or more) <i>part-time</i> employees did your organization have for the last year or season?	1 - 22	1 - 48
C.	How many <i>other</i> (less than 9 months) <i>paid</i> employees (temporary, seasonal) did your organization have for the last year or season?	2 - 71	1 - 86
D.	How many volunteers worked for your organization in the last year or season?	3 - 200	3 - 800
E.	What was the total number of volunteer hours worked at your organization for the last year or season (if unknown, please estimate)?	16 15,000	6 - 11,000
F.	How many artists from Berkeley were employed by your organization in the last year?	1 - 500	1 - 2,000

BUDGET

Table 4.l.1. Average Revenues Reported By Survey Respondents From Last Fiscal Year

Survey Respondents		Revenue		Percent from Berkeley	
		<u>n</u>	Average	<u>n</u>	Average
A.	Earned income (admissions, concessions, fees, sales, parking...)	25	\$580,468.16	19	63.6%
B.	Private support (donations, foundation support, investments...)	23	\$410,419.57	15	47.5%
C.	Government support -- Federal	7	\$24,118.14	N/A	N/A
D.	Government support -- State of California	11	\$77,648.27	N/A	N/A
E.	Government support -- County of Alameda	10	\$5,250.00	N/A	N/A
F.	Government support -- City of Berkeley	22	\$36,991.00	N/A	N/A
G.	TOTAL INCOME	24	\$1,098,147.12	11	56.2%

Table 4.1.2. Average Expenses Reported By Survey Respondents From Last Fiscal Year

Survey Respondents		Expenses		Percent spent in Berkeley	
		n	Average	n	Average
A.	Employee wages and salaries (including benefits and taxes)	19	\$570,318.89	14	61.1%
B.	Building/facilities renovation or remodeling	7	\$220,567.00	8	96.2%
C.	Berkeley taxes / fees (excluding employee withholding)	3	\$822.23	N/A	N/A
D.	State taxes / fees (excluding employee withholding)	2	\$1,900.00	N/A	N/A
E.	Local taxes / fees (excluding employee withholding)	2	\$3,131.50	N/A	N/A
F.	Operating costs (excluding wages and salaries)	15	\$337,602.80	11	77.7%
G.	Other	5	\$76,164.20	2	100.0%
H.	TOTAL OPERATING EXPENSES	19	\$259,635.26	13	83.1%
I.	TOTAL PROGRAMMING, PRODUCTION AND EDUCATION EXPENSES	16	\$76,639.19	12	81.2%
J.	TOTAL PAYMENTS MADE TO ARTISTS	21	\$309,770.29	14	68.7%
K.	TOTAL EXPENSES	24	\$1,072,969.25	11	76.6%

EVENTS AND ATTENDANCE

Table 4.m. Total Events and People Served

Survey Respondents		Estimated # of Admissions/ Audience (Total)
A.	Education Programs, Workshops, Lectures	119,310
B.	Festivals, Street Fairs, Celebrations	361,575
C.	Performances or Exhibitions	254,527
D.	General Admissions/Visitors	397,050
E.	Exhibits, Openings, Galas	9,251
F.	Touring Events	197,805
G.	Newsletters	86,713
H.	On-line Interactions/Members	225,025
I.	Other	32,937
TOTAL		1,684,193

Table 4.m.1. Average Events and Attendance

Survey Respondents		Events and attendance	
		<u>n</u>	Average
A.	Number of events	24	96.9
B.	Total attendance	24	41,420
C.	Approximate percent of audience from outside the Berkeley city limits	22	42.0%

Table 4.m.2. Events and Attendance -- Range

Survey Respondents		Events and attendance (Range)
A.	Number of events	1 - 800
B.	Total attendance	500 - 350,000
C.	Approximate percent of audience from outside the Berkeley city limits	5% - 90%

Table 4.m.3. Average Events and People Served

Survey Respondents		Estimated # of Admissions/Audience		Percent of audience from outside of Berkeley	
		<u>n</u>	Average	<u>N</u>	Average Percent
A.	Education Programs, Workshops, Lectures	16	7,456.9	14	46.7%
B.	Festivals, Street Fairs, Celebrations	11	32,870.5	9	49.7%
C.	Performances or Exhibitions	20	12,726.3	16	42.1%
D.	General Admissions/Visitors	9	44,116.7	5	56.0%
E.	Exhibits, Openings, Galas	11	841.0	9	41.7%
F.	Touring Events	6	32,967.5	2	90.0%
G.	Newsletters	14	6,193.8	10	46.5%
H.	On-line Interactions/Members	10	22,502.5	6	61.7%
I.	Other	4	8,234.2	--	--

Table 4.m.4. Events and People Served -- Range

Survey Respondents		Estimated # of Admissions/Audience		Percent of audience from outside of Berkeley	
		<u>n</u>	Range	<u>n</u>	Range
A.	Education Programs, Workshops, Lectures	16	30 - 30,000	14	5% - 95%
B.	Festivals, Street Fairs, Celebrations	11	75 - 300,000	9	5% - 100%
C.	Performances or Exhibitions	20	150 - 150,000	16	5% - 75%
D.	General Admissions/Visitors	9	250 - 160,000	5	40% - 75%
E.	Exhibits, Openings, Galas	11	1 - 2,000	9	10% - 80%
F.	Touring Events	6	55 - 150,000	2	80% - 100%
G.	Newsletters	14	113 - 26,400	10	10% - 75%
H.	On-line Interactions/Members	10	25 - 110,000	6	25% - 80%
I.	Other	4	787 - 30,000	--	--

ORGANIZATIONS' CONTRIBUTIONS TO THE BERKELEY COMMUNITY

Table 4.n. Organizations' Survey Respondents' Contributions to the Berkeley Community

Organizations' contributions to the Berkeley community (n=22)
<ul style="list-style-type: none"> ◆ Attend Solano Stroll, public meetings, outdoor free annual summer performance, ASL interpretation program, Adult classes offered in directing, acting and movement.
<ul style="list-style-type: none"> ◆ We are a theater company producing original collaboratively developed work -- We are creating new plays which are produced in a novel way, ultimately offered not only to local audiences but to any audience of dramatic literature.
<ul style="list-style-type: none"> ◆ Habitot is the only hands-on discovery museum for children in the East Bay, and as such we attract a regional audience. Visitors come from all 9 bay area counties, bringing business for local retail, and a vitality to our community.
<ul style="list-style-type: none"> ◆ (1) Stagebridge will bring its "storybridge" project to Malcom X Elementary School (2) produce an original play in collaboration with artist James Keller and North Berkeley Senior Center and (3) bring out "Seniors Reaching Out" programs to senior centers. Our employees have attended Berkeley Cultural Trust meetings.
<ul style="list-style-type: none"> ◆ Most of the classes are taught by Berkeley Adult School and Vista College instructors. We also have volunteer instructors. We raise money and secure a Civic Arts Grant for special performances. We can afford only semi-pro performers. We serve the 55+ population with most being 75+. We have volunteers who solicit free or discounted theatre events in the East Bay and San Francisco.
<ul style="list-style-type: none"> ◆ We also perform in libraries, but our major contribution is to schools. Our major challenge is to obtain funding for these programs. This may be the only opportunity that these students will ever have to hear music and see instruments from the past.
<ul style="list-style-type: none"> ◆ Our funding proclamation states pretty clearly how our organization evolved from the values that pervaded Berkeley at the time, and still do. ..."those who have organized the Arts and Crafts Inc., invite all those who pass this way to observe and learn of the potentialities and aims of the group and if they are found worthy to join in support of this new venture to the end that even in the Age of Automation - Artist and Crafts people may find the economic security which will

Organizations' contributions to the Berkeley community (n=22)	
	permit them to be Artists and Craft people and also to the end that the by the Golden Gate may be pleasantly filled with beautiful things they will make."
◆	Chocolate and Chalk Art Festival, Solano Avenue Stroll, Holiday Entertainers, Street Banners, Peralthe Tile Project.
◆	A city's culture is based on the richness of their artist community. Events which promote economic viability to working artisans make artists stay in a given city. This event is good for working artists, is a draw for the City, and adds to the tax base of Berkeley.
◆	Build community through participatory music and dance events. Support underserved artists and genres -- both developing and distinguished. Safe place for people of all ages, incomes, race and ethnicity.
◆	Over 1,000 free tickets distributed to local fundraisers; dozens of free tickets to seniors; 250 free tickets to Berkeley High School students; special access to Berkley High Students, i.e., 1/2 hrs with Tony Kusher; technical assistance to other arts organizations; host and provide main power for cultural trust and Berkeley Arts and Education Steering Committee's support restaurants and parking through our patrons; distribute 10,000 free tickets each year; provide tours of facility to schools.
◆	Cal Performances brings 180,000 individuals to Berkeley annually, all of whom must pay for parking at City or University lots, and most of whom eat at Berkeley food establishments. The organization's reputation internationally serves as an important ambassador for Berkeley. Cal Performances provides professional development seminars for Berkeley school teachers; established AILEY CAMP a six-week summer dance camp entirely free for at risk kids; "Friends of the Schools", which sponsors underserved schools to attend SCHOOL TIME; CP provides free tickets to other cultural and social service organizations; sponsors collaborative projects with other institutions in Berkeley; curates master classes, symposia, lectures, and demonstrations that are free and open to the public; and employs Berkeley based artists whenever possible.
◆	Our organization is a literacy program which stimulates a diverse group of children between six and 13 years old, who learn to read by writing poetry and reading it aloud on TV. Children also sing, dance, perform skits, play musical instruments and create artwork. We also provide free on the job training for at risk teenagers between 13 and 19 years old, who are trained to produce our weekly program, "Wee Poets", and film the above children performing their talents.
◆	All our arts events are free to the public at the Berkeley Farmers Market. We collaborate with other groups including Poetry Flash, Eco City Builders, UC Berkeley, the Jazz School, etc. Other programs include Curbside Recycling, Information Department, Non-profit Bookstore, Farm Fresh Choice and Terrain, (our quarterly magazine), Berkeley Community Garden Collaborative, Community Water Rights Project, Bay Area Coalition for Headwater Forest, Bay Area Seed Exchange Library, etc.
◆	The Berkeley Symphony is like no other in that it reflects the community of Berkeley through its member musicians, board members, and constituency. The organization celebrates the rich musical fabric that exists in the City by presenting Berkeley and regional artists, composers, and guest performing groups for all to enjoy. The mix of programming represents an intellectual and musical spirit that is uniquely Berkeley. BSO has thrilled both children and adults alike with its subscription concert series, new music reading sessions known as "Under Construction," family concerts, and award winning in-school music education activities.
◆	The Crucible draws residents from other areas into Berkeley, helping these individuals associate Berkeley with exceptional arts programs. We have attempted to engage with other Berkley arts organizations but there has not been lot of city support. Berkeley does not have a reputation of providing effective facility assistance which we have experienced first hand. We are currently examining options to move to Oakland, which has a proven track record in the arts.
◆	Collaborate with local institutions to present on-going programs i.e. library, Jazzschool, Berkeley

Organizations' contributions to the Berkeley community (n=22)

community media. Maintain year round web site with daily calendar of events with links to arts organizations. What distinguishes the Berkeley Arts Festival from other organizations is that our goal is to promote all of the arts throughout the city.

◆ The Young Musicians Program is an outreach program of the University of California at Berkeley. Program's mission is to identify musically gifted students ages 9 to 18 who cannot afford the specialized training essential for the development of their talents and to provide them with a comprehensive music education on a full scholarship basis. YMP also provides mentoring, academic tutoring and college and career guidance to students and alumni. By supporting and nurturing students, the program introduces them to artistic, cultural and social opportunities normally out of reach for them and their families. For the past 15 years, 100% of the program's graduates have gone on to higher education at prestigious schools.

◆ Through our art we educate about the homeless/poverty situation of our population, changing stereotypes and raising support and energizing our service community, and validating and raising self-esteem levels of members of the homeless community. Funded by Berkeley, we give a large community performance which honors service agencies, bringing together a variety of audience members in a common goal. Our workshops provide one on one education and support for participants whether they are more privileged students or members of the poorer segments of our community.

◆ We perform in various libraries as well as at the Berkeley Arts Festival. Berkeley jazz musicians play improvisational jazz while children and adults draw what the music makes them feel. These are extremely well-attended events. We used to hold these events at rec-centers, at Arts Magnet and Malcolm X School but have recently just been at libraries. At the end of the performance, musicians answer questions from the participating audience, and we take photos of all the participating artists with their art work. Then we make a collage of photos that hangs in the library branch (Children's section) where we performed.

◆ Our company has provided a major asset to the college community. Students at UC Berkeley have found our productions a good companion to their classes in Shakespeare study. Many students in the Cal Drama Department have taken part in our productions over the years. Senior citizens also enjoy our low cost production. We offer a variety of Shakespeare interpretations from the traditional to the high concept. This coming year we are looking to buy a new home for our company and for other small companies in Berkeley who do not have a home for their performances.