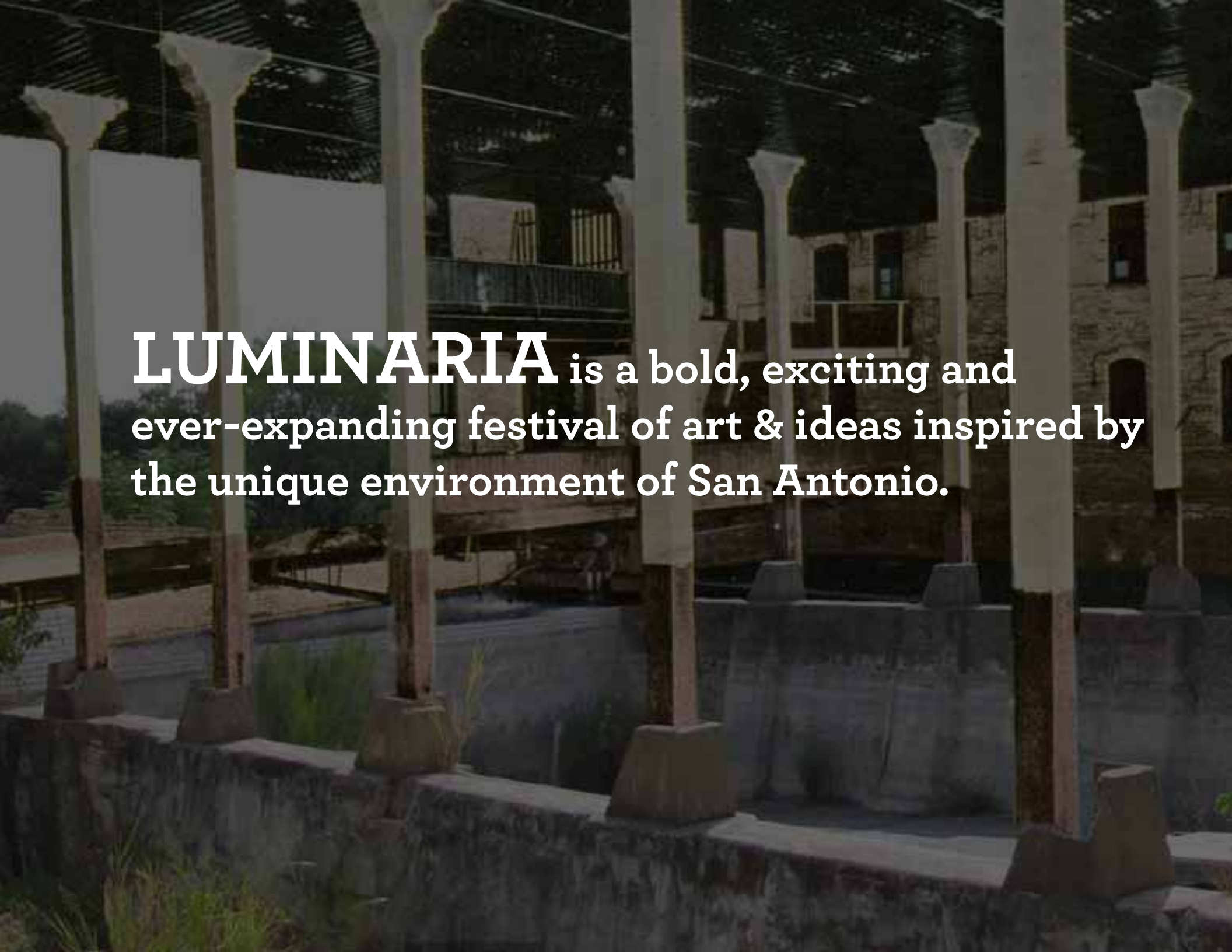


LUMINARIA

A vision for 2014 - 2018





LUMINARIA is a bold, exciting and ever-expanding festival of art & ideas inspired by the unique environment of San Antonio.

VISION FOR A NEW LUMINARIA

Luminaria is entering its next phase. From 2014 Luminaria will put San Antonio on the world stage by presenting a groundbreaking festival featuring performances, installations and labs.

The new Luminaria is part of a shared vision for San Antonio's future. It is closely aligned with other forces for development, including municipal government, private industry and the artists of San Antonio.

San Antonio's comprehensive development plan SA2020 lays out the following aspirations for the city.

- By 2020 San Antonio leads the world as a creative community.
- In 2020 downtown is the heart of San Antonio, and is everyone's neighborhood.

Over the next five years - 2014 to 2018 - Luminaria will work with other San Antonio stakeholders to deliver the following specific goals.

- Produce a cultural festival of global stature.
- Bring wide attention to San Antonio arts and culture.
- Support the development of downtown San Antonio.

Luminaria's goals are based on experience. Cities like Toronto, Edinburgh and Manchester, England have invested in festivals, and their successes have produced a range of positive outcomes starting with economic impact.

FIVE-YEAR STRATEGIC PLAN

Management of Luminaria will be guided by a five-year strategic plan commissioned by the Board of Directors and the Department for Culture and Creative Development. The 110 page plan details how Luminaria can evolve into a globally renowned festival of art and ideas.

The strategic plan is based on 6 months of research conducted in 2013. Over fifty Luminaria stakeholders were interviewed, including artists, presenters, volunteers and members of City government.

The planners took a global perspective on Luminaria. Luminaria's potential was compared to other arts festivals, and the strategic plan adopts best practices from the global cultural sector. It projects outcomes based on the experience of similar cities, and it calls for regular, meaningful assessment of Luminaria's impact.

Under the plan Luminaria is an annual event with biannual cycles. During even years, starting with 2014, it presents a ten-day festival of music, dance, literature, performance and visual arts. During odd years it engages San Antonio with a participatory lab for festival development and experimentation.

Luminaria keeps its multi-arts character, and it adds a new goal of legacy installations that become permanent features of San Antonio's landscape.

Attached to the strategic plan is an artistic plan for Luminaria 2014.

LUMINARIA OUTCOMES

Achieving Luminaria's goals will create a spectrum of positive effects, many of which will impact San Antonians who do not attend Luminaria.

The Strategic Plan identifies nine positive outcomes from the new Luminaria.

1. Present enriching world-class cultural experiences
2. Support the economy of San Antonio by attracting new visitors
3. Attract and retain skilled workers in the creative and knowledge industries
4. Expand local audiences for galleries, museums and performance centers
5. Positive impact on learning and education, particularly at childhood level
6. New paths to employment in creative, cultural and events industries
7. Enhanced national and international identity
8. Enhanced well-being and quality of life for residents
9. A powerful marketing platform for sponsors and stakeholders

The following pages will discuss the first three outcomes in greater depth.

CULTURAL IMPACT: WORLD CLASS EXPERIENCES

Global stature requires global talent. From 2014 Luminaria will bring headline performers from around the world to join local artists on the stages and sites of San Antonio. Locals will be treated to ten days of exciting new art inspired by the unique character of their city. Visitors will travel from around the U.S. and world for premieres, events and site specific work they can see only in San Antonio.

Providing enriching, world-class experiences lies at the heart of Luminaria's mission. It is also the condition necessary to successfully achieve other outcomes. A positive experience of Luminaria opens locals to new possibilities, and, with the world's attention on San Antonio, it can generate the sense of pride found in other landmark festival cities.

A positive experience by visitors can shape their view of the city as a whole, making them more likely to recommend it to friends, family and colleagues or to return themselves.

Audiences value world-class experiences, and festivals are efficient ways to deliver multiple high impact events. Audiences who attend festivals are more willing to try new things, and they engage more deeply in galleries, museums and performance venues year round.

Global festivals give local artists a chance to meet, experience and work with the world's top talent. They raise standards and draw attention of prominent curators, programmers and critics. Finally global festivals inspire young people to consider a career in arts while giving them a career path through volunteer and paid labor.

ECONOMIC IMPACT: VISITOR SPENDING

Successful international festivals generate outsized returns on investment. By drawing hundreds of thousands of visitors, they create demands for hospitality, tourism and leisure services, and they often result in repeat visitation.

Luminato Toronto

- Luminato had a budget of \$11 million in 2009.
- It generated \$193 million in economic activity in 2009.
- It attracted 500,000 visitors to Toronto in 2009.
- From 2007 to 2009 Luminato generated over \$450 million in economic activity.

Manchester International Festival (MIF).

- MIF had a budget of \$18,700,000 in 2011.
- It generated \$63,920,000 in economic activity in 2011.
- It attracted 80,000 visitors to Manchester in 2011.

Edinburgh International Festival

- Edinburgh International Festival had a budget of \$16,960,000 in 2010.
- It generated \$43,680,000 in economic activity in 2010.
- It attracted 90,000 visitors to Edinburgh in 2010.
- Every year Edinburgh's 12 festivals generate \$400,000,000 in economic activity.

DEVELOPMENT IMPACT: ATTRACT & RETAIN TALENT

High levels of human capital directly effect the prosperity and productivity of a city. Even cities like New York and Los Angeles, which have abundant higher education, rely on new residents to make up the talent gap in vital industries like software, design and other knowledge-based industries.

Three factors combine to make a city an attractive destination for the highly skilled and highly mobile knowledge workers of the 21st century.

- A welcoming environment for relocation
- Available jobs with sufficient options to advance
- Attractive “scenes” that combine cultural amenities, dining and retail in a sophisticated urban environment

In recent years urban downtowns have become prime destinations for entertainment and for full-time residence.

San Antonio has a thriving cultural scene, but right now its culture, architecture and neighborhoods are one of the world’s “best kept secrets.” Luminaria can catalyze San Antonio’s transformation into a global city of culture centered on a thriving downtown. Joined to other forces for development, Luminaria can be part of a virtuous cycle where art, culture and enterprise work together to attract, inspire and retain the human capital needed for San Antonio’s future prosperity.

FESTIVAL PROGRAMMING: A 5-YEAR VISION

Delivering bold, innovative programming year after year requires careful planning. At the heart of Luminaria's strategy is a five year artistic plan that presents the festival's ambition in clear, incremental strokes. The artistic plan guides internal development by defining major programming initiatives that require long-term talent retention, fundraising and marketing.

The artistic plan is also a communications tool. Supporters, municipal officials and other stakeholders can see the impact of their investments by quickly charting the festival's growth. And they can use it to generate excitement within their own constituencies.

The artistic plan is a key element of Luminaria's cultural leadership. Through long-term planning, and a singular vision, a small, dedicated staff can produce events that regularly surprise audiences with their scale, audacity and quality.

Luminaria's artistic plan takes its inspiration from San Antonio's abundance of unique sites. San Antonio's legacy of pre-war architecture and unique historical zone is one of America's best kept secrets, and Luminaria's creative template for 2014 to 2018 draws on the city itself.

The programming plan documents over 100 sites in five quadrants of the city, enabling multiple approaches to programming music, visual arts, performing arts and literary arts. With support from prominent curatorial advisors, the world's most interesting artists, musicians and writers will create new work in San Antonio's most unique environments.

Interaction with the sites - the fabric of San Antonio - will be integral to the Luminaria experience. Each year audiences will discover new ways of looking at San Antonio as Luminaria becomes part of the city's creative legacy.

SOURCES

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“Mr Poots Reivents Manchester”, The Economist, June 13, 2018

A Tale of Ten Cities: Attracting and Retaining Talent, International Regions Benchmarking Consortium, 2009