

**CITY OF PHOENIX**

**ARTS AND CULTURAL PLAN**

**2008-2012**

**Approved by Phoenix City Council**  
**April 9, 2008**

The city of Phoenix enhances the community's cultural and economic development by supporting the production, presentation, exhibition, advancement and preservation of visual art, design, music, dance, theater, literature, science, zoology, botany, natural history and cultural history for the benefit of the public.

## INTRODUCTION

**Arts and culture enhance the quality of life in Phoenix and make our city more livable** - As the city of Phoenix has grown, so too has the arts and cultural community. Today, more than 130 nonprofit organizations provide arts and cultural experiences for Phoenix residents and visitors. The range and diversity of organizations and activities is consistent with what one might expect from the 5<sup>th</sup> largest city in the United States, and includes a symphony orchestra, opera and ballet companies, producing and presenting theater and dance organizations, art and history museums, a science center, zoo, botanical garden, and festivals reflective of the city's diverse population. The city's active downtown artist community of galleries and arts spaces participates in a monthly First Friday Artwalk, which brings thousands of people to downtown Phoenix. Numerous city-owned facilities provide a range of venues for arts and cultural activity.

**Arts and culture generate jobs and economic impact** - Arts and cultural organizations and their patrons are an acknowledged economic driver, with a \$361 million economic impact in Phoenix. Arts activity generates state and city tax revenue and contributes to job growth in support industries, such as restaurants, hotels and retail businesses.

**A rich cultural climate attracts business** - Arts and cultural activity is increasingly recognized for its importance to Phoenix's competitive position in attracting creative industries that rely on a highly educated and creative workforce. These "Knowledge Workers" seek to live in cities with a rich arts and cultural environment and ongoing educational opportunities. A vibrant arts and cultural community will help Phoenix to realize a competitive edge in attracting and retaining knowledge workers and creative industries.

**The city of Phoenix has a long history of supporting arts and culture** – The Phoenix Office of Arts and Culture and the citizen's advisory Phoenix Arts and Culture Commission were established in 1985 by the Phoenix City Council to advance the growth and development of the city's arts and cultural community. In partnership with the Commission, the Office manages the city's nationally recognized public art program, administers a grants program, supports arts education, conducts research, provides information and assistance to artists and cultural organizations, and oversees the city's cultural planning efforts. The Office also works with several other city departments that manage or support city cultural facilities and programs. Collectively these efforts result in a broad range of artistic and cultural opportunities for Phoenix citizens.

**A comprehensive arts and cultural plan is needed to direct the city's efforts and resources in supporting arts and culture** – While the Phoenix Office of Arts and Culture and the Arts and Culture Commission have operated under their own strategic plan, the city's overall support of arts and cultural programs has evolved to the point that a new city arts and cultural plan is needed – one that will guide the development of all aspects of the city's arts and cultural programs and services for the next five years.

## **PURPOSE**

The purpose of the Arts and Cultural Plan is to create a comprehensive vision of the city's support for arts and culture to be implemented over the next five years. The plan seeks to answer the question, "How can Phoenix's city government best help the arts and cultural life of Phoenix to thrive?"

The Arts and Cultural Plan is the product of a process involving citizens, the arts and cultural community, various city departments, the Phoenix Office of Arts and Culture and the Phoenix Arts and Culture Commission.

The Arts and Cultural Plan assumes that the city will continue to implement its current arts and cultural programs. These programs are mentioned explicitly in the plan only when they relate directly to the goals, objectives or strategies.

While some of the objectives and strategies set forth in the plan are achievable with current city staff, volunteer and financial resources, new projects and programs that may result from initiatives in the plan will require additional resources. The plan includes a goal specifically related to the development of new funding sources.

The Arts and Cultural Plan is an evolving document that will be reviewed and updated periodically by the city to respond to changing needs, priorities and new opportunities. The objectives and strategies listed in the plan are offered as approaches to addressing each goal. Other opportunities may present themselves during the implementation of the plan.

Implementation and updating of the Cultural Plan will be overseen by the Office of Arts and Culture and Arts and Culture Commission in partnership with various city departments.

Desired outcomes and specific performance measures will be determined by the Arts and Culture Commission in conjunction with staff of the Office of Arts and Culture and other city departments as each strategy in the plan is undertaken. Desired outcomes, performance measures and actual accomplishments will be reported periodically to the City Council.

## **THE CITY'S SUPPORT OF ARTS AND CULTURE**

The city of Phoenix enhances the community's cultural and economic development by supporting the production, presentation, exhibition, advancement and preservation of visual art, design, music, dance, theater, literature, science, zoology, botany, natural history and cultural history for the benefit of the public.

This is accomplished through:

- Contracting the services of cultural organizations and artists reflective of the community's diversity
- Designing, constructing, operating and maintaining public cultural facilities such as performing arts centers and museums
- Acquiring and preserving cultural artifacts and collections
- Integrating public art into the city's public infrastructure
- Increasing the scope, quality and sustainability of arts and cultural education in schools and the community
- Developing initiatives to support the growth and viability of the arts and cultural community
- Providing information and technical assistance to cultural organizations and artists
- Cultural planning, research and policy development
- Advocacy, resource development and partnerships

See Appendix A for a complete listing of the city's arts and cultural programs and services and the responsible city departments.

## **FIVE YEAR VISION FOR ARTS AND CULTURE IN PHOENIX**

By 2012 arts and culture will be the pride of Phoenix:

- Phoenix will be known as the city of art and culture, with an expanded culture-based economy attracting both residents and visitors
- Arts and cultural programs and services will be available in neighborhoods citywide
- Downtown Phoenix will be a vibrant center for arts and culture serving the entire Valley
- The arts and cultural scene of Phoenix will embody diversity, availability, accessibility and quality
- Public art will anchor the city's built environment
- Culturally diverse local artistic talent will be recognized, valued and nurtured
- A range of venues throughout the city will be available to provide artists with spaces to perform and exhibit
- Increased funding will be found to build the stability and excellence of arts and cultural organizations, support arts education programs, and maintain the city's art collection and cultural facility infrastructure
- There will be increased opportunities for citizens of all ages to participate in arts and culture in schools and the community
- Creative partnerships and collaborations will lead to new synergies within the arts and cultural community
- Arts and culture will be embraced and supported by the community, including philanthropic organizations, businesses, individuals and government.

## **STRATEGIC ISSUES**

The following strategic issues were identified during the cultural planning process and are addressed through the goals, objectives and strategies of the Arts and Cultural Plan.

How can the city of Phoenix:

- Raise awareness and articulate the value of arts and culture?
- Develop and engage arts and cultural audiences?
- Build community support for arts and culture, to include philanthropic organizations, businesses, individuals and government?
- Seek increased, dedicated funding to support the nonprofit arts and cultural community, maintenance of the city art collection, and arts programming for youth?
- Maximize, retain and leverage assets (cultural facilities, collections, etc.) to be optimally effective?
- Engage and celebrate diverse communities through arts and culture?
- Build sustainability of cultural organizations, city cultural facilities and the city's art collection?
- Honor cultural and historic resources while fostering cultural and heritage tourism?
- Foster life-long learning through arts and culture?
- Build the capacity of the city's arts and cultural programs?

## **THEMES AND GOALS**

The Arts and Cultural Plan is organized around the following themes and goals:

### **INFUSE ARTS AND CULTURE INTO ALL ASPECTS OF PHOENIX'S LIFE**

Goal 1 - Integrate arts and culture into neighborhoods citywide

Goal 2 - Enhance the city's built environment through public art

Goal 3 - Invest in arts and cultural education

### **DEVELOP THE ARTS AND CULTURAL COMMUNITY**

Goal 4 - Foster, connect and nurture local arts and culture

Goal 5 - Create a cultural environment that reflects the city's demographics

Goal 6 - Promote Phoenix's arts and culture locally, statewide, nationally and internationally

Goal 7 - Build Phoenix's reputation as an arts and cultural destination through development of a major city-wide event

### **GENERATE RESOURCES AND FINANCIAL SUPPORT**

Goal 8 - Strengthen, expand and stabilize funding for arts and culture

Goal 9 – Foster an ongoing commitment to arts and culture

Goal 10 - Ensure the viability and sustainability of city-owned arts and cultural facilities



*INFUSE ARTS AND CULTURE INTO ALL ASPECTS OF PHOENIX'S LIFE*

**GOAL 1 – Integrate arts and culture into neighborhoods citywide**

**Objective 1.1 – Institute a citywide strategy of nurturing arts and cultural activity in all City Council districts**

Strategy 1 – Ensure distribution of city arts and cultural services, funding and/or projects in all eight City Council districts

Strategy 2 – Utilize resources available through all existing city arts and cultural programs, and develop new programs and initiatives as necessary

Strategy 3 – Work through Village Planning Committees and community groups to explore opportunities and determine interest in various initiatives

Strategy 4 – Convene regular meetings of relevant city departments to foster collaborations and discuss issues related to new programs and initiatives

Strategy 5 – Explore the possibility of creating a neighborhood artist residency program

Strategy 6 – Foster development of community celebrations, street fairs and community-based public art projects

Strategy 7 – Research best practices of other cities for model initiatives

**Objective 1.2 – Develop a range of live/work and arts and cultural spaces**

Strategy 1 – Explore the possibility of modifying the city building code to support the development of live/work and other arts and cultural spaces

Strategy 2 – Explore the possibility of using provisions of the proposed downtown “Arts, Culture and Small Business Overlay” as a model for similar zoning overlays in other areas of the city

Strategy 3 – Provide consultation services and information regarding zoning requirements, building codes and permits to artists seeking to purchase and develop arts and cultural spaces

Strategy 4 – Provide assistance to artists once they start the permit review

process with the city for their development projects

Strategy 5 – Develop parks, libraries, schools, community centers and historic buildings as venues for arts and cultural activities

Strategy 6 – Foster development of affordable office, rehearsal and meeting spaces for cultural organizations, spaces for the production of experimental works, and multi-use theater spaces that can house several groups collaboratively

Strategy 7 – Facilitate public/private partnerships that fund, develop, operate and maintain new multi-use arts and cultural facilities

Strategy 8 – Plan, design and construct new cultural facilities through the city bond program

Strategy 9 – Explore the possibility of creating an art in private development program that includes incentives, requirements and/or funding mechanisms for inclusion of artwork and arts and cultural spaces in private development

Strategy 10 – Provide relocation assistance to artists and cultural organizations directly impacted by city-related development efforts

**Objective 1.3 – Use the city’s Public Art Program and transportation infrastructure to enhance connectivity between neighborhoods citywide**

Strategy 1 – Continue to develop and implement public art projects in all eight City Council districts

Strategy 2 – Use public art to create connections, building upon the “connected oasis” concept, from outlying neighborhoods to the downtown arts core via bus routes, light rail, trail systems, bicycle paths, streets and arts pedestrian bridges along canals

Strategy 3 – Create transit-oriented design links from light rail stations to surrounding communities through use of public art and design

**Objective 1.4 – Develop policies and initiatives to create a dynamic downtown arts and cultural experience**

Strategy 1 – Work with the downtown artist community to develop and seek adoption of an “Arts, Culture and Small Business Overlay” that will provide greater flexibility in uses and contribute to the vitality of the downtown

area, and coordinate efforts with the Downtown Urban Form Project

Strategy 2 – Develop initiatives to help ensure the continued viability of existing arts spaces and artists within the context of new downtown development

Strategy 3 – Evaluate parking and traffic flow issues in the downtown that impact development of arts, culture and small businesses

Strategy 4 – Explore public and private parking alternatives that will benefit the downtown arts, culture and small business community and their patrons

Strategy 5 – Rethink the conceptual definition and geographic boundaries of downtown to encompass a wider range of arts and cultural organizations and venues

Strategy 6 – Implement the Pilot Downtown Artists Storefront Program

**Objective 1.5 – Integrate arts and culture into planning and development of city capital investments in downtown**

Strategy 1 – Weave public art into the fabric of downtown as part of the Urban Form Project through preparation of a Public Art Master Plan that incorporates public art into both public and private development

Strategy 2 – Include artists on design teams for all new downtown public spaces and pedestrian connectors

Strategy 3 – Develop a signature public space that includes green spaces, shade and water features and can accommodate large public gatherings and arts and cultural activities

Strategy 4 – Collaborate with Arizona State University to integrate arts and cultural spaces and uses into the new downtown campus

**Objective 1.6 – Develop downtown as a multi-cultural and multi-generational gathering place**

Strategy 1 – Work with Artlink Inc. to ensure the growth and sustainability of their First Friday artwalk, annual Art Detour and other events

Strategy 2 – Encourage and support downtown festivals and street fairs

Strategy 3 – Facilitate development of a variety of downtown cultural activities and venues for families and youth

Strategy 4 – Facilitate development of downtown performance and exhibit opportunities for artists who reflect the city’s cultural diversity  
*INFUSE ARTS AND CULTURE INTO ALL ASPECTS OF PHOENIX’S LIFE*

**GOAL 2 – Enhance the city’s built environment through public art**

**Objective 2.1 – Integrate public art into planning and development of the city’s infrastructure**

Strategy 1 – Continue to develop and implement public art projects in all eight City Council districts

Strategy 2 – Use public art to create connections, building upon the “connected oasis” concept, from outlying neighborhoods to the downtown arts core via bus routes, light rail, trail systems, bicycle paths, streets and arts pedestrian bridges along canals

Strategy 3 – Create transit-oriented design links from light rail stations to surrounding communities through the use of public art and design

Strategy 4 – Integrate public art into the fabric of downtown as part of the Urban Form Project through preparation of a Public Art Master Plan that incorporates public art into both public and private development

Strategy 5 – Include artists on design teams for all new downtown public spaces, parks and pedestrian connectors

Strategy 6 – Explore the possibility of creating an art in private development program that includes incentives and/or funding mechanisms for inclusion of artwork and arts and cultural spaces in private development

Strategy 7 – Educate architects, engineers, planners and policy makers, through an art in private development program and/or other initiatives, to recognize and utilize opportunities to incorporate public art into their projects

Strategy 8 – Convene regular meetings of relevant city departments to foster collaborations and discuss issues related to implementation of the Public Art Program

Strategy 9 – Explore Valley-wide collaborations that offer new ways of presenting public art in an urban context

Strategy 10 – Use public art at Phoenix Sky Harbor International Airport as a means to promote public awareness and appreciation of arts and culture

Strategy 11 – Identify and implement new strategic directions for the Public Art Program to help Phoenix maintain its national leadership in the field

**Objective 2.2 – Increase involvement of Arizona artists in city of Phoenix public art projects**

Strategy 1 - Seek out emerging artists and provide training on the various aspects of public art through workshops and mentorships

Strategy 2 – Provide information to Arizona artists through the Office of Arts and Culture’s website and list serve

Strategy 3 – Create small project opportunities as a way to provide entry experience in the public art process

*INFUSE ARTS AND CULTURE INTO ALL ASPECTS OF PHOENIX'S LIFE*

**GOAL 3 - Invest in arts and cultural education**

**Objective 3.1 - Work with other agencies to build capacity for arts and cultural education in the community**

Strategy 1 – Participate in the Arts and Sciences in Education Network and encourage member organizations to better serve schools through their educational outreach programs

Strategy 2 – Continue to partner with Arizona State University, the Phoenix Elementary School District and participating arts and cultural organizations to sustain the Phoenix Arts Collaborative, a model after school arts education program

Strategy 3 - Encourage other school districts and cultural organizations to develop after school arts education programs

Strategy 4 – Partner with a consortium of agencies to offer professional development in “arts integration” to grade level teachers, arts specialists and teaching artists in Phoenix

Strategy 5 – Provide arts and cultural education activities in city-sponsored programs that serve citizens of all ages

Strategy 6 - Convene meetings and provide workshops for artists, schools and community groups on arts and cultural education issues, methodologies and resources

Strategy 7 – Provide ongoing technical assistance to schools and organizations seeking to develop arts and cultural education projects or programs

**Objective 3.2 –Advocate the importance of arts and cultural education to the community**

Strategy 1 – Develop an Arts and Cultural Education section for the Phoenix Office of Arts and Culture website

Strategy 2 – Explore ways to better communicate with schools, and work with district level coordinators to target schools that would benefit from Arts

## Education grants

Strategy 3 – Develop an award for model arts and cultural education programs in Phoenix schools and/or a teacher recognition award

Strategy 4 – Partner with the Alliance for Arts Education and other professional organizations to promote awareness of arts education issues and implement initiatives that provide a quality arts and cultural education for all students

Strategy 5 – Foster collaborations to increase involvement of the business community in support of arts and cultural education

Strategy 6 – Collaborate with other agencies to enhance databases of artists interested in working in schools and community settings and with public art projects

Strategy 7 – Use media resources to highlight arts and cultural education programs

Strategy 8 – Increase community awareness of how arts and culture enhance learning in all subject areas, deter juvenile crime and strengthen families

Strategy 9 – Promote arts and cultural education programming on the city's educational access channel (KNOW 99 TV)

### **Objective 3.3 – Encourage in-depth student learning through public art and urban design programs**

Strategy 1 – Develop and implement an urban design curriculum to involve youth in the design of their neighborhoods and the city. Train artists and educators to implement the urban design curriculum.

Strategy 2 – Create projects in the city's annual Public Art Project Plan that involve youth in public art and urban design activities

## *DEVELOP THE ARTS AND CULTURAL COMMUNITY*

### **Goal 4 – Foster, connect and nurture local arts and culture**

#### **Objective 4.1 – Foster the growth and sustainability of the arts and cultural community**

Strategy 1 – Develop a business-based arts incubator program in the Phoenix Center for the Arts to provide technical assistance and other services to cultural organizations and individual artists

Strategy 2 – Establish a performing arts incubator program in the Phoenix Center for the Arts to provide a temporary base of operations for emerging performing arts groups

Strategy 3 – Partner with the Arts and Business Council to provide consulting services through Business Volunteers for the Arts

Strategy 4 – Provide technical assistance and general operating support to cultural organizations through the General Operating Support and Capacity Building Grant Programs

Strategy 5 – Present workshops on a variety of topics of interest to the arts and cultural community

Strategy 6 – Provide information services to the arts and cultural community through the electronic and print media and other sources

Strategy 7 – Encourage and promote mentorship opportunities (for organizations and individual artists, administrators and arts educators) for professional development and technical assistance

Strategy 8 – Help arts and cultural organizations build a sustainable business model by facilitating the services of appropriate consultants and organizations to review and develop aspects of their business operations

Strategy 9 – Encourage involvement of arts and cultural related businesses in the city's Small Business Assistance Program

#### **Objective 4.2 – Facilitate opportunities within the arts and cultural community for networking, collaboration and resource-sharing**



Strategy 1 – Create opportunities for artists and arts administrators to come together to discuss issues of common concern

Strategy 2 – Encourage existing arts and cultural institutions to present the work of local artists in all disciplines

Strategy 3 – Encourage joint marketing and programming initiatives by organizations that use city facilities

Strategy 4 – Facilitate resource sharing by festival-presenting organizations (shared coordinator, equipment rental, marketing)

*DEVELOP THE ARTS AND CULTURAL COMMUNITY*

**GOAL 5 – Create a cultural environment that reflects our city’s demographics**

**Objective 5.1 - Strengthen the organizational capacity of ethnic and other diverse cultural organizations to operate, create, perform and exhibit**

Strategy 1 - Foster the organizational development of ethnic and other diverse cultural organizations through resource sharing, collaboration, consulting services, and participation in the city’s planned business-based arts incubator

Strategy 2 – Identify opportunities to develop facilities to serve the needs of ethnic and other diverse cultural organizations and artists

Strategy 3 – Foster resource sharing and provide technical assistance and funding to ethnic and other diverse cultural organizations producing festivals

Strategy 4 – Monitor annual grants funding and encourage greater participation of ethnic and other diverse cultural organizations and artists in the city’s grants program

**Objective 5.2 – Foster professional development opportunities for ethnic artists**

Strategy 1 - Develop programs to increase participation of ethnic artists in school-based and community activities

Strategy 2 - Facilitate opportunities for ethnic artists to meet and collaborate with other artists in the community

Strategy 3 - Facilitate initiatives to provide increased performance opportunities for ethnic artists through festival-presenting organizations

**Objective 5.3 – Promote ethnic and other diverse cultural organizations and artists to the community**

Strategy 1 - Develop education programs and curricula that promote an appreciation of ethnic arts

Strategy 2 - Institute strategies to nurture arts activities in ethnically diverse neighborhoods

Strategy 3 - Develop a mechanism to involve ethnic business leaders in public/private networks and partnerships to promote the arts

Strategy 4 - Coordinate with other agencies to ensure access to information about ethnic and other diverse artists

**Objective 5.4 – Strengthen the cultural diversity efforts of the Phoenix Office of Arts and Culture (POAC) in partnership with other non-profit organizations, city and state agencies, and educational institutions**

Strategy 1 - Sponsor ongoing meetings with ethnic and other diverse cultural communities to identify issues and develop initiatives to address their needs

Strategy 2 - Promote the availability of city sponsored workshops/technical assistance to ethnic and other diverse cultural organizations, artists and media

Strategy 3 - Review existing programs and consider developing new programs to foster increased arts leadership within ethnic and other diverse communities

Strategy 4 - Ensure ethnic and other diverse representation in all POAC processes

Strategy 5 - Coordinate cultural diversity efforts and information sharing with other agencies and city departments

Strategy 6 - Develop and implement cross-department initiatives to assist ethnic and other diverse cultural organizations and artists

Strategy 7 – Require Cultural Diversity Plans in annual grant applications from all organizations seeking General Operating Support from the POAC

*DEVELOP THE ARTS AND CULTURAL COMMUNITY*

**GOAL 6 – Promote Phoenix’s arts and culture locally, statewide, nationally and internationally**

**Objective 6.1 – Increase awareness of the range of arts and cultural activity in the community**

Strategy 1 – Initiate a media awareness campaign with strong and creative advocacy to encourage the public to support arts and culture

Strategy 2 – Identify one slogan or message to represent and promote arts and culture, both inside and outside of Phoenix (e.g. “Phoenix – the place where art happens”)

Strategy 3 – Continue to promote the local arts and cultural community through Phoenix Sky Harbor International Airport

Strategy 4 – Continue to promote Phoenix’s arts and culture in airline marketing campaigns and publications

Strategy 5 – Use city of Phoenix monthly billing statements to distribute information about what is available in city cultural facilities

Strategy 6 – Provide links from the Office of Arts and Culture website to various cultural organizations and event information

Strategy 7 – Create a multi-lingual speakers bureau

**Objective 6.2 – Encourage other organizations to more effectively market arts and culture as a product of the city**

Strategy 1 – Encourage joint marketing and programming initiatives by organizations that use city cultural facilities

Strategy 2 – Create a network of signage and kiosks that include maps which direct people to arts and cultural facilities in the downtown area

Strategy 3 – Offer a discount card for admissions and tickets to arts and cultural events to convention delegates and targeted local groups

Strategy 4 – Utilize public transportation to market arts and cultural events/attractions

Strategy 5 – Encourage the Convention and Visitors Bureau to promote arts, cultural and heritage tourism through their marketing program, including links to arts and cultural organizations' websites

Strategy 6 – Promote the services of the Alliance for Audience (Show-up.com)

**Objective 6.3 – Maintain an ongoing relationship between the media and the City's arts and cultural programs**

Strategy 1 – Work with Phoenix Channel Eleven and KNOW 99-TV to generate programming about local artists and cultural organizations, and seek outside funding to support those programs as necessary

Strategy 2 – Provide local print and broadcast media with information to increase their coverage of arts and culture through calendars, artist interviews and organization profiles

Strategy 3 – Write and submit articles to local community and ethnic newspapers to promote the city's arts and cultural programs

Strategy 4 – Produce and distribute Public Service Announcements for radio and television which promote the city's arts and cultural programs

Strategy 5 – Develop a partnership with the media resources at Arizona State University (KAET and the Walter Cronkite School of Journalism and Mass Communication) for promotion of the local arts and culture community

Strategy 6 – Teach arts and cultural organizations how to work more effectively with the media and share resources for public relations and marketing

*DEVELOP THE ARTS AND CULTURAL COMMUNITY*

**Goal 7: Build Phoenix's reputation as an arts and cultural destination through development of a major city-wide event**

**Objective 7.1 – Develop a major city-wide arts and culture event**

Strategy 1 - Maintain communication with the Maricopa Partnership for Arts and Culture to avoid duplication and mutually enhance efforts

Strategy 2 - Convene local cultural organizations to determine interest in creating a common theme for a major city-wide arts and culture event and identify what each organization could contribute artistically to the event

Strategy 3 - Conduct a feasibility study

Strategy 4 - Create a fundraising strategy and secure private and public funding for the event

Strategy 5 – Implement the event

Strategy 6 – Measure and evaluate the impact of the event

*GENERATE RESOURCES AND FINANCIAL SUPPORT*

**GOAL 8 - Strengthen, expand and stabilize funding for arts and culture**

**Objective 8.1 – Identify new dedicated revenue sources to supplement the city’s current financial commitment to arts and culture**

Strategy 1 – Maintain communication with the Maricopa Partnership for Arts and Culture to avoid duplication and mutually enhance efforts

Strategy 2 - Identify how the supplemental revenue sources would be used (i.e., grants to arts and cultural organizations and schools for services to the community, artwork conservation, new programs, cultural facility maintenance, endowment, etc.)

Strategy 3 – Meet with City Council to discuss needs and seek commitment to increase funding

Strategy 4 – Identify current city investments in arts and culture, internal city mechanisms and new funding opportunities, and discuss issues with impacted city departments

Strategy 5 – Create a portfolio of possible new city and other funding sources and determine necessary approval and implementation strategies

Strategy 6 – Determine potential community support

Strategy 7 – Pursue approval and implementation of new funding sources

**Objective 8.2 – Seek funding for new initiatives from public and private sources**

Strategy 1 – Research, identify and pursue potential public and private funding sources to support new projects and programs that result from initiatives in the city arts and cultural plan

Strategy 2 – Form partnerships with other agencies to seek funding to supplement Percent for Art funds available for specific public art projects

Strategy 3 – Explore the feasibility of creating a public/private sponsorship program for maintenance of artworks in the city collection

*GENERATE RESOURCES AND FINANCIAL SUPPORT*

**GOAL 9 – Foster an ongoing commitment to arts and culture**

**Objective 9.1 – Keep members of the Arts and Culture Commission well informed about cultural issues so the Commission can become a more effective advocacy body on behalf of the Office of Arts and Culture and the arts and culture community before City Council, the business community and the general public**

**Objective 9.2 – Ensure that the city of Phoenix includes arts and culture in all city planning and economic development initiatives**

Strategy 1 – Advise the City Manager’s Office, other city departments and the City Council on the importance and value of including arts and culture in planning and economic development initiatives

Strategy 2 – Involve the Office of Arts and Culture and other relevant city departments in all city planning and economic development activities related to arts and culture

Strategy 3 – Ensure that all eight City Council districts are represented on the Phoenix Arts and Culture Commission

**Objective 9.3 – Seek City Council adoption of a formal city Cultural Policy document that summarizes all city policies and guidelines related to the support of arts and culture**

Strategy 1 – Form an Arts and Culture Commission Task Force to work with the Office of Arts and Culture on the policy document

Strategy 2 – Compile existing policies and guidelines and update as necessary (Grant Program Guidelines; Special Grants Policy; Utility Support Policy; Municipal Art Collection and Public Art Program Policies)

Strategy 3 – Draft proposed new policies for Development, Operation and Maintenance of Cultural Facilities; Cultural Facilities Planning Process; Technical Assistance to the Cultural Community; Individual Artist Support; Arts and Cultural Organization Support; Arts Education; Cultural Planning; and Community Cultural Development



Strategy 4 – Obtain endorsement of impacted city departments and other stakeholders for policy adoption

**Objective 9.4 – Build the capacity of the Phoenix Office of Arts and Culture and the arts and cultural programs of other city departments to better serve the community**

Strategy 1 – Seek increased staffing and funding resources for the Phoenix Office of Arts and Culture and other city arts and cultural programs to allow the city to deliver quality programs and services to meet community needs

Strategy 2 – Convene a biennial meeting of city departments with arts and culture functions and the Phoenix Arts and Culture Commission to review the progress of the city’s five year Arts and Cultural Plan

Strategy 3 – Convene a biennial meeting of city departments with arts and culture functions and the Deputy City Managers whom they report to for planning and addressing issues of common concern. Study and resolve specific issues as necessary.

*GENERATE RESOURCES AND FINANCIAL SUPPORT*

**GOAL 10 – Ensure the viability and sustainability of city-owned arts and cultural facilities**

**Objective 10.1 – Seek creative solutions to maintain existing city-owned arts and cultural facilities through partnerships and maximizing public and private resources**

Strategy 1 – Create a “systems map” for non-profit organizations that operate city-owned arts and cultural facilities which shows all city departments, how they relate to each other, and how to communicate with them

Strategy 2 – Develop long term plans for each city-owned arts and cultural facility to address major maintenance needs

Strategy 3 – Identify and seek new funding sources to support maintenance of city-owned arts and cultural facilities

Strategy 4 – Review existing procedures and develop new procedures to maintain facilities operated for the city by private non-profit organizations to ensure that major, routine and preventive maintenance needs are addressed and funded

Strategy 5 – Develop plans for city-wide sustainable “green building” initiatives and their long term maintenance needs

## Appendix A

### CITY OF PHOENIX ARTS AND CULTURAL PROGRAMS AND SERVICES PROVIDED BY CITY DEPARTMENTS

#### PHOENIX OFFICE OF ARTS AND CULTURE

##### Community Arts Support Grants

- \* General Operating Support
- \* Rental Support (Partnership with Phoenix Convention Center)
- \* Community Arts Projects
- \* Capacity Building
- \* Arts Education for Schools and Organizations
- \* Artist Career Development Grants (pilot program)

##### Municipal Art Collection (Includes works commissioned through the Public Art Program, portable works, donations and loans of artwork to the city and the city's historic art collection)

- \* Public Art Program (Percent for Art)
- \* Public Art Outreach Program
- \* Artwork acquisitions, donations, loans, deaccessions, maintenance and conservation

##### Arts Education Program

- \* 21<sup>st</sup> Century Community Learning Centers Grant Program (Partnership with Phoenix Elementary District and several local arts organizations – through 2007-08)
- \* Advocacy, research, information services and technical assistance

##### Community Cultural Development

- \* Partnership with Arts and Business Council of Greater Phoenix (Business Volunteers for the Arts)
- \* Cultural leadership development
- \* Cultural facility development
- \* Cultural facility operating agreements (Carver Museum)
- \* Arts and cultural planning and policy development
- \* Research, information services and technical assistance
- \* Arts and culture advocacy
- \* Cultural diversity
- \* Administer special grants from city to cultural organizations

##### Phoenix Arts and Culture Commission (28 member advisory commission)

#### PHOENIX CONVENTION CENTER

Symphony Hall (operate)

Orpheum Theatre (operate)

Herberger Theater Center (monitor operating agreement, provide utilities and building maintenance)

Museo Chicano (monitor lease, provide utilities and building maintenance)

Phoenix Museum of History (annual funding contract)

## **PARKS AND RECREATION**

Pueblo Grande Museum and Cultural Park (operate)  
Phoenix Center for the Arts (operate)  
Shemer Art Center (operate)  
Steele Indian School Park - Memorial Hall, Grammar School, Dining Hall (operate)  
Heritage Square (operate)  
Tovrea Castle (operate)  
Special events (coordinate parades, festivals)  
Peoples Pops (present Phoenix Symphony and other events)  
Phoenix Afterschool Center (arts component)  
Maintenance of non-parks-related public art project sites (Arizona Falls, Sunnyslope Canal, etc.)  
Cultural facility operating agreements (Science Center, History Museum, Irish Cultural Center, Japanese Friendship Garden, Cricket Pavilion)  
Cultural facility utilities (Science Center)  
Grounds maintenance (Irish Cultural Center, Japanese Friendship Garden)  
Parking facilities maintenance (Cricket Pavilion)  
Historic properties – natural spaces and buildings  
Archaeological assessments  
Phoenix Parks and Recreation Board

## **AVIATION**

Phoenix Airport Museum (Arizona arts and culture)

- \* Art Collection (exhibition, maintenance, conservation, public education, promotion)
- \* Temporary Exhibition Program (exhibition, public education, promotion of Arizona artists)
- \* Phoenix Aviation Archive (preserves history of Phoenix airports)

## **LIBRARY**

Burton Barr Library Gallery Art Exhibits, 1<sup>st</sup> Friday Exhibits, 1<sup>st</sup> Monday Art Salons  
Branch library exhibits and events

## **PUBLIC WORKS**

Cultural facility operating agreements, maintenance, utilities and security (Phoenix Art Museum, Phoenix Theatre, Valley Youth Theatre, Children's Museum of Phoenix)  
Cultural facility maintenance (Arizona Science Center, Phoenix Museum of History – funded by Phoenix Convention Center)

## **ENGINEERING AND ARCHITECTURAL SERVICES**

Cultural facility design and construction

## **DOWNTOWN DEVELOPMENT OFFICE**

Artist Storefront Program  
Incorporation of arts and culture into downtown planning initiatives

## **YOUTH AND EDUCATION OFFICE**

Channel 99 (City education channel includes arts programs)

## **PHOENIX CHANNEL 11**

Special arts programming

## **COMMUNITY AND ECONOMIC DEVELOPMENT**

Small Business Assistance Program (assists arts based businesses)

Dodge Theater (monitor operating agreement)

## **PLANNING**

Phoenix General Plan

Downtown Urban Form Plan

## **HISTORIC PRESERVATION**

Development of cultural facilities in historic buildings

## **FINANCE**

Evaluation of financial capacity of cultural organizations

Land acquisition for cultural bond projects

Risk Management Issues for public art projects

## **LAW**

Draft cultural facility operating agreements, artist contracts

Oversee condemnation activities

## **DEVELOPMENT SERVICES**

Design review, permitting, inspection of public art and cultural facility projects

Technical assistance to artists for development projects

## **POLICE**

Security for monthly First Friday event

## **EQUAL OPPORTUNITY**

“Faces of Diversity” Noontime Seminars

## **NUMEROUS CITY DEPARTMENTS – PUBLIC ART PROJECTS**

(Streets, Parks, Public Works, Water, Transit, Aviation, Convention Center, Library, Neighborhood Services, Human Services, Housing, Planning, Historic Preservation)

# ACKNOWLEDGMENTS

## PHOENIX CITY COUNCIL

Mayor Phil Gordon  
Thelda Williams, District 1  
Peggy Neely, District 2  
Maria Baier, District 3  
Tom Simplot, District 4  
Claude Mattox, District 5  
Greg Stanton, District 6  
Michael Nowakowski, District 7  
Michael Johnson, District 8

## CITY MANAGER'S OFFICE

Frank Fairbanks, City Manager  
Ruth Osuna, Deputy City Manager  
Ed Zuercher, Deputy City Manager

## PLANNING PROCESS PARTICIPANTS

### PHOENIX ARTS AND CULTURE COMMISSION (2005-08)

Jane Jozoff – Chair 2007-08, Vice-Chair 2006-07  
Marc Kellenberger – Vice-Chair 2007-08  
J. Cavenee Smith – Chair 2006-07, Vice Chair 2005-06  
John Lotardo – Chair 2005-06  
Kalpana Batni  
Lynn Bowers  
Susan Copeland  
Cristina Cornejo  
Ted Cunningham  
Gary Egan  
Deborah Esquer  
Sandra Ferniza  
Rudy Guglielmo, Jr.  
Chevy Humphrey  
Hans Klose  
Stanley W. Levine  
Karen Meyer  
Andrea Norman  
Bernard Pleskoff  
Dr. Susan Shaffer-Nahmias  
Kathy Soderberg  
Leandro Soto  
Brenda Sperduti  
Eileen Sullivan  
Linda Weaver  
Burke Wyatt  
Dr. Judy Wolf

Taylor Young

**ARTS AND CULTURE COMMISSION STRATEGIC PLANNING COMMITTEE**

Brenda Sperduti, Co-Chair  
Marc Kellenberger, Co-Chair  
Ted Cunningham  
Chevy Humphrey  
Jane Jozoff  
Dr. Susan Shaffer-Nahmias  
Kathy Soderberg

**PLANNING CONSULTANT**

Toby Herzlich

**PHOENIX OFFICE OF ARTS AND CULTURE STAFF**

Phil Jones, Executive Director  
Jovita Fierro, Secretary  
Andrea Galyean, Public Art Outreach Manager  
Jocelyn Hanson, Director of Arts Education  
Dora Hernandez, Art Collections Manager  
Donna Isaac, Public Art Project Manager  
Ed Lebow, Public Art Program Director  
Marie Navarre, Public Art Project Manager  
Raphael Ngotie, Senior Public Art Project Manager  
Rebecca Rothman, Public Art Project Manager  
Sharon Southerland, Public Art Project Manager  
Rose Surface, Accountant  
Dr. Dwight Walth, Director of Grants Services and Community Initiatives

**INDIVIDUAL ARTISTS FOCUS GROUP**

John Armstrong – Painter/Printmaker  
Joe Willie Smith – Public Artist  
Leandro Soto – Visual and Performance Artist  
Beth Lederman – Jazz Musician  
Steve Hanusofski – Clarinetist, Phoenix Symphony  
Jeff Dolan – Member, Phoenix Bach Choir  
Ben Howe – Dancer, Nebellen Dance Company  
Raymond Shurtz – Actor/Writer  
Richard Trujillo – Actor/Educator  
Steve Weiss – Professional Photographer/Videographer  
Katrina Becker – Musician, Announcer WRR

**CULTURAL ORGANIZATIONS FOCUS GROUP**

Michael 23 – Artlink  
Kevin Moore – Arizona Theatre Company  
Kevin Myers – Ballet Arizona  
Janet Arnold – Arizona Jewish Theatre  
Stephanie Small – Free Arts Arizona  
Joel Rinsema – Phoenix Bach Choir  
Nancy Smith – Great Arizona Puppet Theatre  
F. Castillo – Rosie's House  
Guillermo Reyes – Teatro Bravo

Ben Monrad – Stray Cat Theatre  
Frances Cohen – Center Dance Ensemble  
Marcos Najera – Theatre in My Basement  
Ann Marshall – Heard Museum

**ETHNIC ARTISTS AND ORGANIZATIONS FOCUS GROUP**

Joe Ray – Visual Artist  
Jose Benavides – Visual Artist  
Alan Jones – Visual Artist  
Dean Terasaki – Photographer  
Quetzal Guerrero – Visual Artist and Musician  
Ethel Dias – Dancer  
Greta Skelly – Musician  
Fatimah Halim – Storyteller  
David Hemphill – Black Theatre Troupe  
Princess Crump – Carver Museum and Cultural Center  
Bernard Wu – Asian American Association of Arizona  
Javed Kaif – Pakistan Information and Cultural Organization

**ORGANIZATIONS MANAGING CITY-OWNED CULTURAL FACILITIES FOCUS GROUP**

Erik Kropp – Public Works Department  
John Trujillo – Public Works Department  
Ken Kennedy – Public Works Department  
Debbie Weber – Parks and Recreation Department  
Beth Cole – Heritage and Science Park  
Bob Allen – Phoenix Convention Center/Venue Management Division  
Tracy Short – Phoenix Convention Center  
Geoff Goodrich – Phoenix Art Museum  
Michael Barnard – Phoenix Theatre  
Alex Duggan – Arizona Science Center  
Kim Rice – Valley Youth Theatre  
Princess Crump – Carver Museum and Cultural Center (non City-owned)  
Tracy Wagner – Phoenix Museum of History  
Mark Mettes – Herberger Theatre Center  
Patricia Prior – Irish Cultural Center  
Neil Kilby – Japanese Friendship Garden

**DOWNTOWN ARTS AND CULTURE FOCUS GROUP**

Pat Grady – Downtown Development Office  
Dean Brennan – Planning Department  
Sarah Hall – Parks and Recreation Department  
Brian Kearney – Downtown Phoenix Partnership  
Jo Marie McDonald – Phoenix Community Alliance  
Robert van Arlen – Convention and Visitors Bureau  
Beatrice Moore – Downtown Artist  
Susan Copeland – Downtown Artist  
Jason (JRC) – Downtown Artist  
Wayne Rainey – MonOrchid – Photographer  
Joel Levin – Phoenix Symphony  
Jim Ballinger – Phoenix Art Museum



Matthew Weiner – Actors Theatre of Phoenix  
Scott Andrews – Downtown Artist  
Michael 23 – Downtown Artist – Artlink  
Alex Duggan – Arizona Science Center

**ARTS EDUCATION FOCUS GROUP**

Susan Pinkus – Art Teacher, Kyrene Monte Vista School  
Lorna Holmes – Teacher, Central High School  
Tara Kissane – Arts Specialist, Paradise Valley School District  
Kathy Granillo-Beebe – Asst. Superintendent, Murphy School District  
Barbara Schuderer – Principal, Clarendon Elementary  
Esther Vandecar – Teaching Artist  
Aaron Rinsema – Education Director, Phoenix Symphony  
Dan Schay – Managing Director, Phoenix Theatre  
Joan Mason – Phoenix Union High School District  
Melanie Ohm – ASU Herberger College of Fine Arts  
Vicente Ontiveros, Curriculum Specialist, Phoenix Elementary District  
Larry Whitesell – Project Manager, 21<sup>st</sup> C. Community Learning Center Grant

**CITY DEPARTMENTS FOCUS GROUP**

Bob Allen – Phoenix Convention Center/Venue Management Division  
Diane Abe – Phoenix Convention Center/Venue Management Division  
Roger Lidman – Pueblo Grande Museum  
Carmella Ramirez – Phoenix Center for the Arts/Shemer Art Center  
Sarah Hall – Parks and Recreation Department  
Debbie Weber – Parks and Recreation Department - Special Events  
Dale Larsen – Parks and Recreation Department - Phoenix Activity City  
Beth Cole – Heritage and Science Park  
Jim Burke – Parks and Recreation Department  
Erik Kropp – Public Works Department  
Dimitrios Laloudakis – Public Works Department  
Pat Grady – Downtown Development Office  
Michelle Pierson – Community and Economic Development Department  
Wylie Bearup – Engineering and Architectural Services Department  
Prudence Crosswhite – Central Library  
Marcus Najera – Youth and Education Office  
Erika Finbraaten - Historic Preservation Office  
Dean Brennan – Planning Department  
Lennee Eller – Aviation Department  
Deborah Sedillo Duggan – Phoenix Eleven  
Mark Freas – Budget and Research Department

**PUBLIC ART FOCUS GROUP**

Dean Brennan – Planning Department  
Pete Johnson – Street Transportation Department  
Jane Morris – Aviation Department  
Debbie Radford – Water Department  
Bruce Henning – Public Works Department  
Joe Baker – Visual Artist/Curator – Heard Museum  
Laurie Lundquist – Public Artist  
Bob Adams – Public Artist

Kate Timmerman – Public Artist/Community Activist  
Clottee Hammons – Visual Artist /Community Activist  
Rex Gulbranson – Public Art Administrator/Glendale  
Margaret Bruning – Public Art Administrator/Scottsdale  
Dianne Cripe – Public Art Educator/ASU  
Nan Ellin – Urban Planner/Educator/ASU  
Dan Hoffman – Architect/Educator/ASU  
Jorge Colon – Architect  
Jim Duncan – Salt River Project

**CITY DEPARTMENT PARTICIPANTS IN COMMISSION / STAFF PLANNING  
RETREAT**

Lennee Eller – Aviation Department  
Carmela Ramirez – Phoenix Center for the Arts/Shemer Art Center  
James Burke – Parks and Recreation Department  
Gayle Webb – Budget and Research Department  
Roger Lidman – Pueblo Grande Museum  
Pat Grady – Downtown Development Office  
Dean Brennan – Planning Department  
Sarah Hall – Parks and Recreation Department  
Bob Allen – Phoenix Convention Center/Venue Management Division  
Debbie Weber – Parks and Recreation Department/Special Events  
Erik Kropp – Public Works Department  
Rosemary Nelson – Library Department

**DOWNTOWN ARTIST ISSUES TASK FORCE**

Greg Esser  
Steve Weiss  
Beatrice Moore  
Kim Moody  
Vaiden Boyer  
David Therien  
Pete Petrisko  
Reid Butler  
Steve Hellfrich

**FESTIVAL PRESENTERS WORKSHOP**

Mary Lee – Phoenix Chinese Week  
Jim Woo – Korean Cultural Center  
Michelle Kim – Korean Cultural Center  
Mariama Thiam-Demba – Kawambe Omawale  
Willine Evans – Arts Council of the North Valley  
Donna Kublin – Arts Council of the North Valley  
Ron Charles – Colorado Indian Tribe Tourism Office  
Sandy Dominic – Maricopa Partnership for Arts and Culture  
Lecretia Bacon – Aloha Festival  
Sarah Hall – Parks and Recreation Department  
Dory Ludwig – Parks and Recreation Department/Special Events  
Beth Cole – Heritage and Science Park  
Mitch Menchaca – Arizona Commission on the Arts  
Shelley Cohn – Arizona Commission on the Arts



**The Phoenix Office of Arts and Culture** was established in 1985 by the Phoenix City Council to advance the growth and development of the city's arts and cultural community. The Office of Arts and Culture manages the city's public art program, administers a grants program, supports arts education, conducts research, provides information and assistance to artists and cultural organizations, and oversees the city's cultural planning efforts. The Office of Arts and Culture works with other city departments that manage cultural facilities and programs. Collectively, these efforts result in a broad range of artistic and cultural opportunities for Phoenix residents and visitors.

**The Phoenix Arts and Culture Commission**, a diverse group of citizen volunteers, is appointed by the Mayor and City Council to advise on the development of arts and culture in Phoenix. The Commission includes representatives from the cultural, business, and education communities and the general public. The Commission is supported by other citizens and arts professionals who serve on panels to review applications and make recommendations regarding grant awards and selection of artists for public art projects.

Through ongoing advocacy efforts and relationships with other agencies and organizations, the Phoenix Office of Arts and Culture and the Phoenix Arts and Culture Commission work together to increase awareness of the city's rich cultural diversity, the role of the arts in enhancing education and addressing social issues, and the contributions of arts and culture to Phoenix's economy and quality of life.

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