

# 360° ARTS

Create diverse Arts Experiences that Engage the Community



## STRATEGIC PLAN

Adopted November 25, 2003

Updated December 21, 2004

by the Board of Trustees of the Scottsdale Cultural Council





**IN 1987, THE CITY OF SCOTTSDALE ESTABLISHED AN INNOVATIVE RELATIONSHIP WITH A** private non-profit organization, the Scottsdale Cultural Council, to administer the City's arts and cultural affairs. As the City intended to remove arts from the realm of its politics and bureaucracy it simultaneously sought to empower the arts to cultivate new stakeholders, develop expertise and pursue new dreams.

The past 17 years have been filled with many such accomplishments -- the Scottsdale Center for the Performing Arts is the region's most active stage, presenting an impressive array of the world's foremost performers in dance, music and theater; we've commissioned more than 50 works of public art that respect Scottsdale's natural environment, serve our neighborhoods and distinguish the city's character; and we've created the Scottsdale Museum of Contemporary Art to further advance Scottsdale's role as the regional hub for contemporary art, architecture and design.

Yet, the Scottsdale Cultural Council's most important work is not what it has accomplished in the past — but what it plans to do to serve Scottsdale's residents and visitors in the future.

Here is the Scottsdale Cultural Council's 5-year strategic plan -- a vision that our contract with the City of Scottsdale requires, but which is truly a labor of love. It is the creation of the Scottsdale Cultural Council's Board of Trustees, supported by the senior staff of the Cultural Council, who invested just over a year to researching and deliberating its components. Perhaps its most important statement is contained in the preamble, where it recognizes that future success, "depends on [the] ability to motivate a wide range of stakeholders - audiences, donors, artists, arts educators, sponsors, volunteers and others."

That's where you come in. The publication of this strategic plan is not the end of the process to determine the future of the arts in our community. It is truly the beginning. As you review the attached document, we hope you'll consider it an on-going work in-progress -- and consider yourself invited to comment, critique, challenge as well as to participate, guide and get involved in the pursuit of each and every stated objective.

The Scottsdale Cultural Council manages the City of Scottsdale's arts and cultural affairs as a public trust — and that means that we respect and welcome public comment and participation — and the support of the community is vital to its success.

Please, let me invite you to take this opportunity to share your comments and volunteer to get involved. Please also let us know if we may provide any additional information or assistance.

Sincerely,



Frank Jacobson  
President and Chief Executive Officer  
Scottsdale Cultural Council

# PREAMBLE

The Scottsdale Cultural Council is the private, non-profit 501(c) (3) management organization with which the City of Scottsdale, Arizona contracts to manage its arts and cultural affairs. Its mission is to create arts in diverse experiences that engage the community through the development of new and exciting cultural initiatives for the community; the encouragement of active participation and cooperation of the government, business, education and private sectors; and the providing of quality management, fundraising, and financial services to our operating divisions and other arts organizations desiring our services.

The City of Scottsdale enjoys a well-deserved international reputation as a leading destination for visitors and a desirable community for residents. The arts are essential to that image. The arts are integral to the quality of life residents enjoy and the singular sense of place sought by visitors. The Scottsdale Cultural Council will become the premier multi-arts organization in the state of Arizona; ensure innovation and leadership in the arts; and nurture a strong, vibrant arts community.

Since 1988, the Scottsdale Cultural Council [Cultural Council] has managed the City's premier arts facility, the **Scottsdale Center for the Performing Arts** which serves audiences Valley-wide through performances, festivals and arts education and outreach programs; overseen the growth of the City of Scottsdale's **Public Art program**, which installed its first commissioned piece in 1989; and developed the **Scottsdale Museum of Contemporary Art** from a small but well-respected visual arts program into a professional museum accredited by the American Association of Museums. These entities are the operating divisions of the Scottsdale Cultural Council. From them emanates the professional and artistic leadership that implements their dynamic and important cultural missions.

Today, the Scottsdale Cultural Council is responsible for coordinating and supporting the work of its operating divisions. It also supplies the leadership to explore new opportunities beyond the scope of its operating divisions through its Planning Committee.





The Scottsdale Cultural Council is supported by an innovative relationship with the City of Scottsdale. The City's support is leveraged into a \$12 million operating budget—one of the largest non-profit arts organizations in Arizona—thanks to monies earned through ticket sales, admissions, retail sales and rentals and to contributions raised through memberships, donations, sponsorships and grants. This public/private partnership provides the mutual benefit: for every \$1 of public support the Scottsdale Cultural Council generates another \$2 of revenue from private sources to the advantage of the cultural life of the community.

The continued success of the Scottsdale Cultural Council depends on its ability to motivate a wide range of stakeholders – audiences, donors, artists, arts educators, sponsors, volunteers and others. Their involvement and support of the Cultural Council's many activities consolidates and furthers the momentum for the top-quality arts.

The ultimate goal of this strategic plan is to encourage such participation from our citizenry – and to keep the arts core to Scottsdale's identity.

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*as of December 21, 2004*

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# MISSION STATEMENT

**360 Arts - Create diverse arts experiences that engage the community by:**

- Developing new and exciting cultural initiatives for our community;
- the active participation and cooperation of government, business, education, and the private sector; and,
- Providing quality management, fundraising, and financial services to our operating divisions and other arts organizations desiring our services.





# VISION STATEMENT

The Scottsdale Cultural Council will become the premiere multi-arts organization in the state of Arizona; ensure innovation and leadership in the arts; and, nurture a strong, vibrant, and vital arts community where people desire to live, work and visit.

# STRATEGIC PLAN

## **GOAL (1) Assure the relevance, diversity and leadership of arts programming for our community.**

The Scottsdale Cultural Council's most fundamental purpose is to inform, educate, inspire and excite the residents of and visitors to Scottsdale by supplying a variety of high-quality programs in the performing arts, visual arts, arts education, community outreach and festivals.

### **STRATEGY (1a)**

Program offerings should sustain values of quality, innovation, diversity of experience, and authenticity.

Programs should provide audiences a broad view of the world.

While individual programs may appeal to specific segments of the community, the totality of program offerings should serve a broad cross-section of the community.

The variety of program offerings should reflect the “dynamic tension” that naturally exists in the arts – balancing offerings of new and emerging arts with the familiar and popular; adventure and experimentation with classical or nostalgic; educative and opinionated with fun and entertaining.

Programs that foster opportunities to serve youth audiences (spanning school age children to high school students) are encouraged.

Programs should serve Scottsdale citizens, residents of the entire Phoenix metropolitan area, as well as seasonal residents and tourists.

### **Action (1a-1)**

Create cultural council-level processes of assessment, evaluation, and long-term planning.





## Action (1a-2)

Acknowledge the programmatic priorities articulated by the operating divisions:

- A. Sustain the viability and integrity of the **Scottsdale Center for the Performing Arts** as the region's premier performing arts presenting organization.
  - 1 to present multi-disciplinary arts experiences (e.g. blending performing arts and visual arts)
  - 2 to commission and present new works
  - 3 to enhance the regional and national appeal of the Scottsdale Arts Festival
  - 4 to explore the opportunity to supply a sustainable independent film program
  - 5 to supply a greater quantity of non-traditional arts experiences, particularly those that are low-cost or free to engage new audience segments

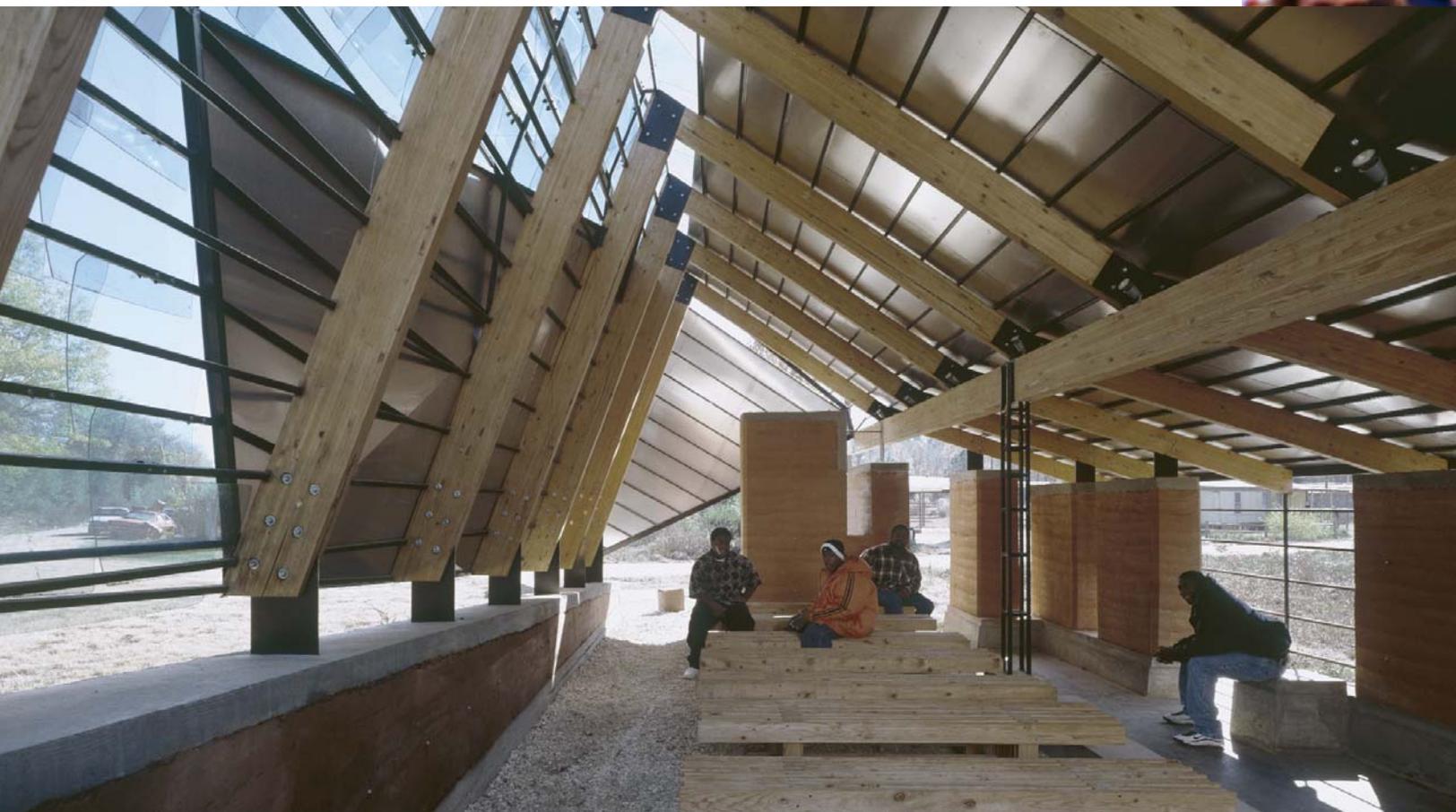


**B.** Distinguish the **Scottsdale Museum of Contemporary Art** locally and nationally as a forum for creative exhibitions, programs and community dialogue on the art of our times.

**1** to grow and evolve exhibitions and education programs by originating and traveling exhibitions of national significance; expanding educational services; establishing a strong publications program; and providing for professional staff development

**2** to deepen community engagement by increasing attendance; furthering programmatic collaborations; providing cross-disciplinary programs; building local and national constituencies; advancing SMOCA's "brand identity"; advancing institutional integrity; and increasingly delivering SMOCA's program via new technology

**3** to develop a platform for building a strong museum collection by revising SMOCA's collections policy; cultivating collectors; and establishing an acquisitions endowment





- C.** Advance the **Scottsdale Public Art program** toward its goals to make Scottsdale one of the most desirable communities in the country in which to live, work and visit by incorporating art and design projects throughout and enhancing Scottsdale’s unique character, image and identity to create a strong “sense of place.”
- 1** ensure that Scottsdale remains a leader in providing art and cultural amenities for its residents and visitors resulting in a community that is vital, sustainable and inspired
  - 2** provide art and design projects of the highest quality throughout the community resulting in a “museum without walls” making art accessible to all
  - 3** integrate the work and thinking of artists into the planning and design of our built environment in order to make Scottsdale a better place to live, work and play
  - 4** further beautify Scottsdale’s natural environment through the incorporation of art and design projects of the highest quality that enliven, educate and inspire
  - 5** stimulate the local economy as a result of making Scottsdale a preferred destination for residents and businesses as well as a key center for culture, recreation and tourism
  - 6** build a legacy of art and culture to serve future generations

### **Action (1a-3)**

Identify and encourage collaborative opportunities among the operating divisions and also in partnership with other organizations and institutions.



## GOAL (2)

**Achieve a high level of financial strength and stability while encouraging and managing growth of the organization.**

To effectively serve its stakeholders and to ensure its responsibilities to the community, the Scottsdale Cultural Council must achieve a stable, viable business model and an adequate level of professional staffing.

### STRATEGY (2a)

Establish a plan for long-term financial stability with a working capital reserve of no less than 10 percent of the Cultural Council's operating budget.

### STRATEGY (2b)

Enable the operating divisions to pursue the efforts they have defined to expand and strengthen their own constituencies

#### **A. Scottsdale Center for the Performing Arts:**

- 1 Expand audience and donor base
- 2 Establish \$12 million endowment
- 3 Establish artistic reserves for commissioning purposes
- 4 Provide for capital improvements to an aging facility in a competitive marketplace
- 5 Maintain emphasis on high-quality patron services





**B. Scottsdale Museum of Contemporary Art:**

- 1** Establish a \$10-million endowment and artistic reserves of \$75,000 to \$100,000
- 2** Achieve a financial profile that supports expenses
- 3** Expand its base of donors and benefactors, including engaging the business community, cultivating high-level donors, staging special events and providing seed-monies for new initiatives
- 4** Improve museum store facility to optimize retail opportunity
- 5** Develop original products for the museum store
- 6** Provide a capital improvement plan



**C. Scottsdale Public Art program:**

- 1** Identify adequate financial resources to ensure program stability in the future
- 2** Appoint a Public Art Master Plan Task Force to work with city to
  - a** Assess viability of current ordinance
  - b** Create viable funding mechanism to provide program stability in face of diminishing Capital Improvement Project (CIP) allocations
  - c** Evaluate interpretation and implementation of governing percent for arts ordinance
  - d** Evaluate need for increased subsidy from the City of Scottsdale to the Cultural Council to support full cost of the public art program and project administration
- 3** Advocate amending or abandoning city policy that restricts use of funds to enable “pooling of funds” to create projects with a greater impact that will better serve the community
- 4** Advocate expanding ordinance making it a citywide requirement
- 5** Provide vehicle to increase incentives to developers for making cash contribution to the Downtown Cultural Trust in lieu of commissioning and building art on their sites
- 6** Improve efficiencies in submittal process and strengthen ordinance enforcement authority
- 7** Provide sufficient staff to ensure quality project management and results





### **Action (2b-1)**

Coordinate and develop widespread support of financial stakeholders, including donors, private foundations, corporate sponsors and members. (Note: the operating divisions share this responsibility. The Scottsdale Cultural Council is responsible for expanding the breadth of support while the operating divisions pursue depth of support.)

### **Action (2b-2)**

Manage all processes of government relations with the City of Scottsdale, State of Arizona and any other government entities (such as other municipalities)

## **GOAL (3) Consider new opportunities to advance Scottsdale's capacity as an arts and cultural hub with regional and national recognition.**

The scope of the Scottsdale Cultural Council's mission extends well beyond any single building or any particular event. Serving an enthusiastic and appreciative community, the Cultural Council embraces the challenge to assess community needs, invite community dialogue, and plan for future opportunities. To prosper, the arts need to be an integral part of Scottsdale's identity, for the benefit of residents and visitors alike.

### **STRATEGY (3a)**

Ensure that existing facilities are maintained or expanded or new facilities are built in order to maintain the Cultural Council's competitive advantage in the broader arts marketplace.

#### **Action (3a-1)**

Revise the facilities master plan, develop a phased renovation strategy, and submit budget for City approval.

### **STRATEGY (3b)**

Conduct an on-going community cultural assessment to identify needs, demands and opportunities.

#### **Action (3b-1)**

Using both existing and new resources, conduct a vigorous and multi-faceted inventory of arts and cultural activities, including:

- 1** What is the complete list of current arts venues, programs and offerings that serve Scottsdale?
- 2** What has been asked for, but not addressed?
- 3** Why don't more resident populations participate?
- 4** At what level do residents and visitors participate?
- 5** What is Scottsdale's position in the regional arts economy, and how best to coordinate regional efforts?
- 6** How satisfactory is the level of arts education for school children?





### **Action (3b-2)**

Present the findings of this assessment by October, 2006, to enable the Cultural Council and its operating divisions to spend the full 2006-2007 season updating its strategic plan to address needs and opportunities arising from its findings.

### **STRATEGY (3c)**

Develop a process (including funding sources) to evaluate new projects, initiatives and entrepreneurial activities

### **STRATEGY (3d)**

Formalize a process for the inclusion of the Scottsdale Cultural Council in the city's earliest stages of addressing cultural issues and opportunities

### **Action (3d-1)**

Sustain and enhance "staff-to-staff" working relationships at every level of Scottsdale city government; including, specifically gaining entry to the project review process for consideration of arts and cultural opportunities.

### **Action (3d-2)**

Sustain and enhance the "board-to-city council" working relationship, specifically to assure alignment between the city's five-year plan and the Cultural Council's strategic plan.

### **Action (3d-3)**

Work to establish a theater district as a way to make a revitalized downtown a key part of Scottsdale's overall viability and attractiveness.

### **Action (3d-4)**

Create a new plan for the establishment of a **1,800-seat concert theater** in Scottsdale.

### **STRATEGY (3e)**

Advance the Cultural Council's consideration of new initiatives presently underway.

### **Action (3e-1)**

Support the city's pursuit of the creation of a museum of art of the American west at the Loloma site.

### **Action (3e-2)**

Pursue the establishment of a theater district in downtown Scottsdale, including the creation of a 350-seat "signature" theater and opportunities to transform existing structures into venues for performing arts.

### **Action (3e-3)**

Create a new plan for the establishment of a 1,800-seat concert theater in Scottsdale.

## **STRATEGY (3f)**

In partnership with the Scottsdale Convention and Visitors Bureau, advance cultural tourism initiatives (Culture Quest, Scottsdale) that seek to raise the national and international prominence of Scottsdale as a destination for the arts.

### **Action (3f-1)**

Sustain and grow the frequency and quality of the Native Trails performance series.

### **Action (3f-2)**

Create new programs to be incorporated into the Culture Quest program.

### **Action (3f-3)**

Supply expertise to the tourism and hospitality industries that sustains the value of arts and culture in the marketing and performance of Scottsdale as a destination for cultural tourism.





## **STRATEGY (3g)**

Encourage the vitality, professionalism, creativity and quality of arts and cultural offerings in Scottsdale offerings beyond the scope of the Cultural Council's operating divisions.

### **Action (3g-1)**

Evaluate the adequacy and value of the Community Arts Grants program to determine how well it serves its recipient organizations and the Scottsdale community. Make recommendations to enhance the program by refining the grant guidelines and by identifying new sources of funds to increase the amount of grant monies available for distribution.

**GOAL (4) Facilitate a cohesive corporate structure with shared services in executive management, finance and administration, operations, development and communications.**

The Scottsdale Cultural Council will further empower its operating divisions and ensure responsible leadership while not losing sight of the goals of a cohesive corporate structure.

**STRATEGY (4a)**

Decide upon methods of financial resource management, including:

**Action (4a-1)**

Consider the new governance structure being proposed by the Governance Task Force.

- 1 Fair and consistent allocation of City of Scottsdale funding.
- 2 How to insulate budgets and reserves of operating divisions.
- 3 Priorities for the management of surplus funds.
- 4 Processes to resolve conflicting priorities.

**Action (4a-2)**

Conduct annual evaluation of organizational effectiveness.

