

Scottsdale Cultural Council



Scottsdale Cultural Council Strategic Plan 2015

Vision

Our Vision: to be a pre-eminent arts destination and community asset that embraces world-class excellence and innovation in the arts.

Mission

To develop, advance and deliver high-quality arts, cultural experiences and opportunities in Scottsdale to residents, cultural institutions, artists and visitors from around the world.

Values

Integrity	Leadership, service and responsiveness to the community
Excellence	High standards in all that we do
Diversity	Programming, audiences, leadership and management that respect and reflect all our communities
Accountability	Reliability and financial sustainability
Innovation	Open to creative change and continuous improvement
Inclusiveness	Partnership and collaboration, internally and externally
Engagement	Education and participation in the arts for all ages

Preamble

This plan has been developed with the assistance of the professional staff, volunteers and the board of trustees of the Scottsdale Cultural Council. Unlike previous strategic plans developed for the City of Scottsdale, this one was completed with no major consultants, no outside grants or other funding and in a much shorter time frame due to the transition of new leadership at the Cultural Council.

A special task force was appointed by the chair of the Cultural Council, Ellen Andres-Schneider, consisting of trustees in addition to several members of the operating division advisory boards. In conjunction with the Cultural Council leadership, the task force met during a period of five months, from February through June 2015.

Members of the strategic plan task force included:

- Don V. Cogman (Chair), Chairman of CC Investments LLC
- Jeffrey Beyersdorfer, Senior Vice President, Western Refining
- Andrew Chippindall, General Manager, Hotel Valley Ho
- Stephen Crosby, Retired Managing Director, Deutsche Asset Mgt.
- Ed Howard, Retired JC Penney Executive
- Mike Miller, President, Scottsdale Insurance Company
- Rock Rickert, Sales Manager, Target Commercial Interiors
- Bret Sassenberg, Principal, Ground Up Development
- Kathy Wills, Senior Vice President, Private Banking, MidFirst Bank
- Ellen Andres-Schneider (Ex-Officio), Chair, Scottsdale Cultural Council
- Neale Perl (Staff), President and CEO, Scottsdale Cultural Council
- Mallard Owen (Staff), Chief of Operations and Finance, Scottsdale Cultural Council

The process to develop this plan started with a retreat of all members of the board of trustees in addition to the members of the advisory boards of Scottsdale Center for the Performing Arts, Scottsdale Museum of Contemporary Art (SMoCA) and Scottsdale Public Art. A SWOT analysis of the strengths, weaknesses, opportunities and threats relevant to the arts in Scottsdale was conducted with this group and the results forwarded to the task force for their review.

A final version of this plan is posted on the Cultural Council website for community information and access.

The plan is a visionary document for the future. Even more importantly, it is a strategic operating plan for the Cultural Council and its divisions with a particular emphasis on a two-year time frame. The objective of this plan is to set specific, measurable goals and objectives to be implemented by the staff. With the approval of the board of trustees, the Cultural Council will establish the budget for these programs/ideas/strategies. This plan was developed with the full realization that it

is dependent upon adequate resources from both the City and the private sector. The strategic plan is intended to be a “living document” – flexible, adaptable and able to take advantage of opportunistic developments from year to year.

In the words of Herb Kelleher, former chairman and CEO of Southwest Airlines: “We have a strategic plan – it’s called ‘doing things’.” Our ultimate objective is to accomplish something of significance each and every year as we serve the citizens of Scottsdale and its many visitors.

Introduction

A number of years ago in a commencement address to the graduating class of a leading university, National Endowment for the Arts Chairman Dana Gioia said: “Art is an irreplaceable way of understanding and expressing the world. It addresses us in the fullness of our being. There are some truths about life that can be expressed only as stories, or songs, or images.”

That is the essence of why arts and culture make a difference to a community. The Scottsdale Cultural Council is the entity contracted by the City of Scottsdale to be its “principal organization through which arts and cultural activities will be undertaken in the City.” The City of Scottsdale has placed on the Cultural Council the pivotal role of creating an “art-full” city and arts destination.

Through the three operating divisions – Scottsdale Center for the Performing Arts, Scottsdale Museum of Contemporary Art and Scottsdale Public Art, our stated vision is to “create a pre-eminent arts destination and community asset that embraces world-class excellence and innovation in the arts.”

As previously stated, our mission to achieve that vision is to continue to “develop, advance and deliver high-quality arts, cultural experiences and opportunities in Scottsdale to residents, cultural institutions, artists and visitors from around the world.”

The key ingredient of accomplishing our strategic plan is to work as a united, cohesive and collaborative team of individuals providing distinctly different arts experiences. We intend to implement our plan with an operating structure that integrates functional areas and core services, improves cross-divisional collaboration, speeds up decision-making, and improves the accountability and morale of staff across the entire enterprise. Restructuring the operation of the Cultural Council and its divisions in this manner is a giant step forward to providing unparalleled value to our citizens and visitors.

Our overall strategic initiatives for the arts in Scottsdale are:

- Present the highest quality diverse arts experiences
- Ensure superior facilities and technology
- Strive for operational and organizational excellence
- Attain financial success and sustainability

Our goals, strategies and action items all fit within these overarching initiatives.

This strategic plan reflects a renewed commitment to various existing goals, but also adds emphasis and innovative thinking to some new goals. Our focus is on the

“constituent” – how we can bring greater value to our audiences and introduce new programs that will educate and enrich our citizens.

As the plan indicates, we will bring new emphasis to our education programs across all divisions. Working within the community and seeking additional partnerships, we will strive to make certain the next generation appreciates the value of artistic achievement.

The efficient and creative use of technology in today’s world is a requirement for any organization interested in moving forward. Our plan includes innovative ideas in the effective utilization of our existing software platform to improve our customer-relationship-management system and an integration of multiple functions within our organization.

Improving our “guest experience” and making our organization an “employer-of-choice” are both integral pieces of our overall strategy. They are a reflection of the culture of our entire enterprise and vital to our future success.

A renewed commitment to the marketing and branding of our “products” – performing arts, museum and public art – will enable us to enthusiastically embrace the social/digital media world with new techniques to reach our customers and tell our story in creative, dynamic ways. Building the audience of the future – the next generation – will depend on our ability to master the social/digital communication environment in which we now live.

A major national arts foundation had the habit of asking arts organizations when applying for financial assistance the following question: *“What is your value proposition that makes you different and more deserving of support than your peers?”* It is a fair question and one that we intend to answer not only with our strategic plan, but also with our actions. Strategy is where vision and action come together. That is our objective going forward.

Implementation of a strategic plan is the responsibility of the management and staff of the Cultural Council and its divisions. The board of trustees also has an ongoing vital role to play in providing oversight and counsel. A quarterly reporting mechanism will be established between the staff and the board to review performance criteria and progress as they pertain to the goals and objectives of the strategic plan.

Former National Endowment for the Arts Chairman Dana Gioia concluded his commencement address with these words: “Art in all its forms delights, instructs, consoles. It educates our emotions. It awakens, enlarges, refines and restores our humanity.”

We, the members of the strategic plan task force, endorse that notion and present this plan in the spirit of those words.

Goals, Strategies and Action Steps

GOAL I: ENHANCE AND EXPAND EDUCATION PROGRAMS.

Background/Rationale: The Scottsdale Cultural Council's operating divisions – Scottsdale Center for the Performing Arts, Scottsdale Museum of Contemporary Art and Scottsdale Public Art – incorporate a variety of educational experiences for the Scottsdale community both on and off campus. These programs have impacted the lives of many people over the years. However, there is no central vision or coordination of the Cultural Council's education programming efforts. A unified and comprehensive strategy for educational offerings is central to fulfilling the organization's mission and serving the greater Scottsdale community.

Education programs can be the catalyst for community improvement and can function as focal points for private and corporate contributions. Besides exposing our youth (and adults) to the arts, such programs create arts consumers and advocates for the future. The benefits to individuals and society derived from arts education are well documented. Having a well-defined strategy to make education a significant product of the Cultural Council requires a designated leader/advocate for education who can forge and execute a plan for success. That plan should increase the visibility, support and advocacy for educational programs throughout the organization.

Strategy A: Centralize all educational programming.

Action: Restructure educational function(s) within the organization.

How: Form an enterprise-wide education component that will administer all education-related programs within the Cultural Council and its divisions; work closely with each division director to coordinate the various division programs currently in operation; create opportunities to collaborate with all divisions on future programming; designate a new education & outreach director to coordinate all programming.

Who: Education & outreach director, CEO, COF

When: New education & outreach director designated by Sept. 1, 2015; restructuring completed by Jan. 1, 2016

Performance Criteria: New and enhanced program ideas with additional financial sponsorships

Strategy B: Increase visibility of existing educational programs to attract additional donors.

Action: In conjunction with marketing and development staff, increase the public awareness of the multiplicity of educational programming within the Cultural Council and its three divisions.

How: Create a comprehensive cross-divisional marketing plan, including web, social and digital media and collateral components; create an education advisory committee composed of education staff, interested board members and appropriate community stakeholders to be public advocates for the various education initiatives.

Who: Education & outreach director, CEO

When: Dec. 1, 2015

Performance Criteria: Online media presence; establishment and public announcement of education advisory committee; increased publicity of educational programs; increased sponsorships/financial support for education programs

Strategy C: Establish programs in “arts and aging” specifically geared toward older populations.

Action: Create a subcommittee of the education advisory committee to include representatives from senior centers, retirement and assisted-care facilities, and arts advocates for the aging.

How: Identify appropriate arts programs and available funding mechanisms for both adult arts education programs and “health and arts” programs for the infirm.

Who: Education & outreach director, development director, CEO

When: 2016/17

Performance Criteria: Establishment and public announcement of a new arts education initiative targeting seniors

Strategy D: Broaden the role of the Cultural Council in arts education programs in the Scottsdale school districts.

Action: Build and strengthen the Cultural Council’s relationships with Scottsdale-area school districts in order to coordinate and expand arts education offerings in the schools.

How: Expand residency program offerings in Scottsdale school districts by utilizing visiting artists under contract for in-school appearances; expand professional development for teachers through workshops and online classes to promote using the arts across the curriculum.

Who: Education & outreach director, CEO

When: 2016/17

Performance Criteria: Increased number of in-school participation by artists; increased participation by teachers in arts-related programs

GOAL II: IMPROVE THE USE OF OUR EXISTING SOFTWARE PLATFORM USED FOR EARNED AND CONTRIBUTED REVENUE.

Background/Rationale: In 2005/06 the Cultural Council implemented Tessitura, a comprehensive software platform used for development, ticket sales, relationship management, and audience/donor analysis and research. It has not been efficiently utilized and the staff never adequately trained on its capabilities. This impacts online purchases, ticket sales, donations, marketing, programming, audience/donor research and every other aspect of customer relationship management.

Strategy A: Implement the necessary software upgrades to improve and enhance our system.

Action: Add the Tessitura module to improve our existing system for utilization in development, marketing and box office.

How: Work with senior officials at Tessitura to add their hosted module that enables the box office to handle ticket needs for the Center, Scottsdale International Film Festival, SMOCA and all other related events. This additional capability will substantially help development and marketing in their functional roles.

Who: COF, IT manager, box office manager, development director

When: New online platform operational by Nov. 1, 2015

Performance Criteria: Increased revenue through online ticket sales and contributions; additional insights into audience/patron preferences and opinions; increased targeting of marketing activities and dollars spent

Strategy B: Increase the ability of staff to effectively utilize the upgraded software platform.

Action: Initiate training of staff across all divisions and functions relating to software capabilities.

How: Attend the Tessitura Learning & Community Conference for an accelerated learning experience on the capabilities of the software; initiate online staff training; conduct onsite staff training for multiple staff members across all divisions and functions impacted by this technology.

Who: COF; IT manager; HR manager

When: Tessitura Conference in August 2015; online staff training completed by Sept. 1, 2015; onsite training completed by Dec. 1, 2015

Performance Criteria: Staff capability established and operating under new software platform; earned and contributed revenues from enhanced online capability increased

GOAL III: IMPROVE THE GUEST EXPERIENCE.

Background/Rationale: A well-known restaurateur once remarked, "Service is a monologue, hospitality is a dialogue." A deeper understanding of our guests is critical to improving their experience and fulfilling audience interests. Additional audience segmentation and competitive research needs to be undertaken through multiple channels to ensure that our constituents are a part of a dialogue with us.

Strategy A: Create an exceptional overall guest experience patterned after the Disney Institute's Guest Experience Team concept.**Action: Reconstitute the guest experience team and initiate customer-service training to make customer service a campus-wide focus.**

How: Through materials from the Disney Institute, including the book *Be Our Guest*, conduct a series of training seminars for employees across the divisions responsible for interfacing with the public; establish mechanisms to monitor online complaints and compliments while providing timely client responses; emphasize the arrival, first-impression aspect of greeting our constituents.

Who: COF, HR manager, supervisors of core services and special events

When: Guest experience team reconstituted by Aug. 1, 2015; initiate customer service training by Oct. 1, 2015

Performance Criteria: Online feedback on customer experience increasingly positive

Strategy B: Develop new research tools for audience feedback and analysis of competition.**Action: Consolidate research efforts under the newly centralized marketing department and develop new mechanisms for improving our knowledge of audience preferences.**

How: Through audience segmentation and competitive research utilizing online surveys, personal interviews and focus groups, obtain feedback on audience interests and preferences.

Who: Marketing & communications director

When: Implementation of new research tools by Jan. 1, 2016

Performance Criteria: New research mechanisms created and functioning; an increase in audience data to influence program decisions

Strategy C: Address short-term immediate service deficiencies associated with Scottsdale Center for the Performing Arts.

Action: During performances, develop mechanisms to eliminate as much as possible the long lines at intermission for refreshments; publicize and operate the Catwalk Lounge with consistent hours of operation and higher quality refreshments.

How: Re-design refreshment locations(s) to be more ergonomic and conducive to efficient service; enhance the experience of the Catwalk Lounge with regular operating hours for all performances with higher-quality beverage selection.

Who: Supervisors of core services, marketing & communications director, COF

When: Ongoing

Performance Criteria: A decline in customer complaints and an increase in positive comments in our online surveys resulting in increased revenue

GOAL IV: CREATE AN “EMPLOYER-OF-CHOICE” ORGANIZATION.

Background/Rationale: Human capital management or “talent” management represents the practices engaged by an organization to recruit, engage, develop and retain top-performing staff. Creating an “employer-of-choice” organization where staff is hungry to learn and grow – a “learning organization” culture – is instrumental to the success of any organization.

An optimal organizational structure has accurate job descriptions, effective recruiting and onboarding, fair compensation levels and practices, ongoing employee development and performance management, and clear career paths.

Strategy A: Increase the performance of the Cultural Council by attracting, retaining and developing high-performing team members by providing market-level compensation.

Action: Implement a competitive comprehensive compensation program.

How: Provide updated and accurate job descriptions; establish a strong, market-driven compensation scale; develop a performance-appraisal system that supports a fair and unbiased way to evaluate performance.

Who: HR manager, COF

When: Oct. 1, 2015

Performance Criteria: Comprehensive compensation structure completed and in place for the organization.

(NOTE: Cost-of-living increases should be addressed every year along with other forms of merit increases or bonuses; total cost to complete the current compensation inequities will remain a moving target; our desire to bring employees to mid- or high-level compensation within their job band will require even more funds.)

Strategy B: Increase the performance of the Cultural Council by providing team members with effective performance management and ongoing staff training and professional development.

Action: Develop a staff training and development program that provides opportunity for professional growth.

How: Design and implement training in multiple areas such as supervisor 101, philosophies of supervision, sexual harassment, etc.; begin low-cost “lunch’n learn” form of staff development programs on various soft skills; designate various online courses to be made available to selected employees.

Who: HR manager, COF, division leaders, managers and supervisors

When: Training program plan completed by Sept. 1, 2015; lunch'n learn training initiated by Oct. 1, 2015; designation and implementation of online courses by Jan. 1, 2016

Performance Criteria: Development of a training program plan; creation and implementation of an employee survey as a measurement tool for employee engagement and excellence in organizational culture

**GOAL V: STRENGTHEN BRAND IDENTITY AND ENHANCE
MARKETING/COMMUNICATION/PUBLIC RELATIONS.**

Background/Rationale: There is a need to increase the awareness and visibility of the Scottsdale Cultural Council and its divisions/programs to establish it as the arts portal for Scottsdale. An “umbrella” brand is needed to better identify the purpose of the overall Cultural Council function and provide clear linkage to its products or divisions – Scottsdale Center for the Performing Arts, SMOCA and Scottsdale Public Art.

The Cultural Council is the entity contracted by the City of Scottsdale to be its “principal organization through which arts and cultural activities would be undertaken in the City.” A majority of the marketing budget will always focus on our products, but the overall “umbrella” brand needs revision, revitalization and a creative spark.

It is imperative to integrate the marketing function across the entire enterprise to deliver maximum value and results. Social/digital media marketing is a key element of that challenge and needs increased focus and emphasis, as does the website of the Cultural Council and its divisions. This is a critical aspect to engaging Scottsdale’s next generation in the arts and the Cultural Council’s offerings.

Strategy A: Restructure and consolidate the marketing function across all divisions.

Action: Integrate the marketing function across the enterprise by designating a new marketing & communications director and begin assembling the team, including various division experts, under centralized leadership.

How: Join all marketing staff into one department reporting to the marketing & communications director.

Who: CEO, COF, marketing & communications director

When: Restructuring and new marketing & communications director completed by Sept. 1, 2015

Performance Criteria: Increased market awareness and brand identity of the Cultural Council and its programs over time as determined by various research/surveys

Strategy B: Establish an “umbrella brand” for the Cultural Council to reflect its role and purpose within the arts community.

Action: Develop a new name and/or visual image for the Cultural Council; develop and implement new marketing materials and a communication plan incorporating the new name/image for the Cultural Council.

How: Create a new overall brand identity for the arts in Scottsdale bringing together the three “products” – Scottsdale Center for the Performing Arts, SMOCA and Scottsdale Public Art – in addition to other relevant programs; present it visually through marketing, communications and public relations.

Who: CEO, marketing & communications director; board of trustees

When: New brand and logo by Jan. 1, 2016; marketing materials and communication plan by July 1, 2016

Performance Criteria: Completion of new name and/or logo and accompanying materials

Strategy C: Develop a marketing, communications and public relations plan related to new brand/strategy, with an emphasis on utilization of social and digital media.

Action: Redesign the websites of the Cultural Council and its divisions and create a new social/digital media strategy for the entire organization.

How: Expand the staff capability in social/digital media marketing and further develop software solutions to assist with social/digital media marketing; increase all aspects of social/digital media utilization for each division’s products; identify additional resources for increased social/digital marketing activities.

Who: CEO, COF, marketing & communications director

When: Completion of marketing/communications/public relations plan by Nov. 1, 2015; website redesign completed by July 1, 2016

Performance Criteria: Measurement of online presence of the Cultural Council and its divisions; plan and redesign completed on schedule

GOAL VI: DEVELOPMENT - INCREASE CONTRIBUTED REVENUE.

Background/Rationale: Development is about building relationships and communicating our vision-mission-values as an organization vital to the future of Scottsdale. It is critical to communicate to potential supporters the depth and breadth of our programs with a renewed emphasis on our new educational initiatives. Additionally we must leverage our new marketing and social/digital media strategy to build our brand and continually raise awareness of our programs.

Our “reach” as an arts organization is unsurpassed in the Valley. Each year we conduct more than 1,000 indoor and outdoor performances, educational programs, festivals and other events serving more than 300,000 participants. Our education and outreach programs reach approximately 50,000 students and adults each year.

To continue our role as the arts portal for Scottsdale, we need to accelerate our fundraising efforts in the private sector and continue to be a priority for the City of Scottsdale in terms of public support. This will enable us to grow our appeal as a pre-eminent arts destination for the country and a valuable community asset.

A key element of any successful development effort is an organizational culture where all division directors, board members and staff follow the principle that the success of any one division, program and event is the result of functioning as a single, united organization. Close collaboration between the director of development, division directors and fully engaged boards of trustees and advisors is critical to success.

Strategy A: Broaden the donor base by strengthening cultivation and engagement activities.**Action: Engage the board of trustees and division advisory boards to identify new potential supporters of the arts in Scottsdale.**

How: Create new, innovative cultivation events within the Center, SMOCA and in conjunction with Public Art that expose potential supporters to the high value and quality of our products; form community partnerships with major business organizations and public/private entities to broaden our base of support; identify opportunities to leverage the 40th anniversary of the Center and 30th anniversary of Public Art.

Who: CEO, development director and staff, division directors

When: Ongoing in 2015/16

Performance Criteria: Increased number of cultivation events in 2015/16; increased number of new community partnerships formed; increased number of donors

Strategy B: Increase the number of major gifts to the Cultural Council and its divisions.

Action: Develop a major gifts (\$25,000 and above) strategy both corporate and individual that will focus on cultivation, new forms of recognition, a robust benefits package and increased research on broadening the pool of major gift prospects.

How: Utilizing the Tessitura technology platform, effectively target and communicate with potential new high-level donors, in addition to motivating current donors to higher levels; establish new innovative recognition mechanisms for major donors in addition to creating meaningful benefits for their generosity.

Who: CEO, development director and staff

When: Dec. 1, 2015

Performance Criteria: Completion of major gifts plan; increased number of major donors in 2015/16, both in terms of number of donors and overall value of giving

Strategy C: Create a new planned-giving program for the arts in Scottsdale.

Action: Establish and implement a planned-giving program culminating in an endowed funding mechanism for each of the divisions and the overall arts organization.

How: Create new collateral materials and educational events detailing how planned giving works and the benefits to both donors and the organization.

Who: Development director, staff and board development committee, marketing director

When: Dec. 1, 2015

Performance Criteria: Completion of planned giving program collateral; increased number of educational events; increased number of planned-giving participants

Strategy D: Develop new genre-specific opportunities for sponsorships within Scottsdale Center for the Performing Arts.

Action: Launch a pilot program around a revamped classical music series to establish new sponsorships.

How: Create a comprehensive prospect list and develop plans for a classical music series including a program, event schedule, fee and benefits structure, budget and implementation timeline, promotional materials and marketing plan.

Who: Center director, development director, CEO

When: 2016/17

Performance Criteria: Program/events launched and attendance and revenue measured

**GOAL VII: SCOTTSDALE CENTER FOR THE PERFORMING ARTS
PROGRAMMATIC GOALS**

Background/Rationale: The ultimate “reason for being” for Scottsdale Center for the Performing Arts is to build a vibrant and sustainable performing arts culture and environment for the citizens of Scottsdale and our legion of visitors from around the world. The Center is more than just a building – it is a range of services, programs, events, educational opportunities and outreach to promote the appreciation and enjoyment that the performing arts and outstanding artistic achievement bring to our community.

Since opening in 1975, Scottsdale Center for the Performing Arts has provided a stage for a wide range of voices and perspectives, creating shared, inspiring experiences for the community that celebrate artistic excellence and cultural awareness.

Overarching goal: To enhance the high quality and awareness of Scottsdale Center for the Performing Arts that will result in increased attendance and greater revenues both earned and contributed.

Strategy A: Establish a market-driven programming system.

Action: Focus on “filling the seats” in the Center’s facilities through creative programming in conjunction with innovative marketing techniques.

How: Schedule more high-profile artists; form partnerships with other organizations to co-sponsor artists; develop genre-specific groups around jazz and classical; increase investment in targeted marketing and audience research; earlier booking and announcing of performing artists.

Who: Center director, CEO, COF

When: April 1, 2016

Performance Criteria: 10-percent increase in average performance attendance; greater overall net revenue for performances

Strategy B: Analyze, plan and implement a series of off-site performances and events designed specifically to drive net revenue and increase brand awareness.

Action: Research and develop risk analyses for a preferred list of venues in the North Scottsdale, South Scottsdale and greater Phoenix market to evaluate scheduling high-yielding artists in larger venues to increase revenue and brand awareness of the Center.

How: Cultivate business relationships with regional and national promoters to consider co-promoting artists and events for the purpose of generating earned revenue in larger and more diverse venues.

Who: Center director, CEO, COF

When: Create venue list by Sept. 1, 2015; complete plan for implementation of offsite performances by Dec. 1, 2015; present offsite performances beginning in 2016/17 season

Performance Criteria: Increased number of offsite performances/events designed to increase net revenue

Strategy C: Re-invigorate the Scottsdale Arts Festival.

Action: Refine the transaction methods, pricing and marketing of the Scottsdale Arts Festival to increase attendance, raise quality and visibility of performers, and maximize earned revenue.

How: Add a headliner-level band late in the day in the amphitheater (dependent on securing additional financial resources); expand credit card acceptance and other electronic methods of payment; analyze pricing strategy for vendors and scrutinize event layout to identify adding space for additional booths; survey patrons to analyze the importance and impact of mass-distributed discounts to determine their necessity; promote and enhance the brand of the Arts Festival through specifically branded merchandise sold before and during the event; identify parking/transportation solutions dedicated to Arts Festival attendees.

Who: Arts Festival director, Center director, COF

When: Planning and research completed by Sept. 1, 2015; plan implemented by Mar. 1, 2016

Performance Criteria: Increased attendance at Arts Festival; increased net revenue

Strategy D: Advance the Scottsdale International Film Festival into a premier destination event.

Action: Relocate the primary venue for Film Festival activities much closer to Scottsdale Center for Performing Arts facilities in downtown Scottsdale with additional satellite Film Festival activity increasing at the Center to promote the two brands as one.

How: Secure DCP film equipment to guarantee the best films available to enable the move to the Center; enhance the opening-night ceremony to include a fundraising element; develop a juried award and associated marketing plan to gain national attention.

Who: Center director, Film Festival director, COF, CEO

When: Equipment secured by Dec.1, 2015; opening-night ceremony and juried award in 2016/17

Performance Criteria: Increased attendance and net revenue by 2016/17

Strategy E: Execute Civic Center Mall improvements to attract and create major events.

Action: Support the City of Scottsdale in the completion of the design review plan for the Mall.

How: Work with the City to inform them of our opinions on how the Mall could be configured to fulfill the needs of the community as a performance/event venue; develop plan for promoting an upgraded venue to attract local, national and regional festivals and events, including new programming ideas.

Who: CEO, COF, Center director

When: 2016

Performance Criteria: Plan completed by early 2016; mall improvements subject to the City timetable

Strategy F: Establish a cabaret within Scottsdale Center for the Performing Arts to increase awareness, attendance and revenue.

Action: Turn the Stage 2 theater into a cabaret space.

How: Investigate the renovation of Stage 2 into a cabaret space including preparation of a business plan; schedule a regular series of cabaret events featuring local, regional and national artists; create a targeted marketing plan around the series launch.

Who: Center director, CEO, COF

When: Plan completed by Jan. 1, 2016; series launched in 2016/17 (dependent on the necessary renovations being completed)

Performance Criteria: Increased number of cabaret performances; positive financial contribution (earned and/or contributed revenue)

Strategy G: Increase the utilization of the Dayton Fowler Grafman Atrium within the Center for special events, rentals and community activities.

Action: Fix the acoustical issue in the Atrium.

How: Secure funding from the City (requested) to improve the Atrium acoustics; develop a targeted marketing plan around the utilization of this space.

Who: Center director, CEO, COF

When: Acoustical work completed by July 1, 2016

Performance Criteria: Increased rentals of the Atrium resulting in increased revenue and attendance

Strategy H: Establish an emerging artists program.

Action: Develop a showcase of emerging artists in multiple artistic disciplines in the performing arts.

How: Invest in young artists with high-value talent who are early in their professional careers and need patron support and exposure in established venues; complement their Center appearances with in-home concerts to increase visibility of the performer and the Center.

Who: Center director, CEO

When: 2016/17 season

Performance Criteria: Increased number of emerging artist performances, in the Center and in alternative, smaller venues

Additional operational objectives in conjunction with functional departments:

Development

Secure major gift sponsors; redesign donor benefits; create innovative supporter events.

Marketing

Establish new external signage for Scottsdale Center for the Performing Arts; increase utilization of online media; implement targeted marketing for niche genres; redesign website; conduct research and analysis of audience preferences and competitive situation; create specific marketing focus on tourists; create specific marketing targeted to young people for certain performances.

Education

Rebrand and promote the annual Arts Education Showcase and the Arizona Wolf Trap program; expand and enhance the disabilities program with Detour Company Theatre.

Operations

Develop a master plan to focus on rentals to increase facility use in under-used venues and increasing specific event types; develop marketing plan for the rental of Civic Center Mall for events, weddings and corporate team-building functions; expand the in-house food-and-beverage program for cabaret and outdoor event use; conduct a competitive research analysis regarding rental opportunities.

Technical Department

Re-examine the staff structure of the tech department and develop a plan for increasing the efficiency of the full-time positions; develop an ongoing plan to coordinate with the City of Scottsdale to ensure that specialty equipment replacement is included in the City's budget plan each year.

**GOAL VIII: SCOTTSDALE MUSEUM OF CONTEMPORARY ART (SMoCA)
PROGRAMMATIC GOALS**

Background/Rationale: A challenge for any museum is to establish a differentiation and uniqueness in the quality and creativity of its exhibitions and programs. SMoCA is a laboratory – a platform of experimentation for discovering contemporary art, and a place where the community can explore important issues. Our goal is to have a conversation - a dialogue - with the community. We want to engage them in understanding and knowing not only the art, but equally important, the ideas and issues behind the art.

Contemporary art is alive. It is about “us” today, yet also a reflection of historical changes. SMoCA seeks to inspire our citizens through unique exhibitions and programs, traveling exhibitions in partnership with other well-known institutions, and educational programs that provide the community a place for exploration and discussion.

Founded in 1999, Scottsdale Museum of Contemporary Art is the only museum in Arizona devoted to the art, architecture and design of our time. Global in its focus, the Museum is a unique and vital cultural resource for the Southwest, serving local audiences as well as visitors from throughout the United States and abroad. SMoCA has four galleries for showcasing changing exhibitions and works from the Museum’s collection, along with SMoCA Lounge, a functional art installation and space for community engagement.

Overarching goal: To enhance the high quality and awareness of Scottsdale Museum of Contemporary Art that will result in increased attendance and greater revenues - both earned and contributed.

Strategy A: Build partnerships with other organizations - local and regional - to collaborate on exhibitions and programs.

Action: Develop traveling exhibitions to drive earned revenue and increase brand awareness of SMoCA.

How: Partner with organizations outside Scottsdale that would co-sponsor and co-brand unique exhibitions to travel the country to other museums.

Who: SMoCA director, CEO, COF

When: Plans developed by Dec. 1, 2015; implementation in 2016/17

Performance Criteria: Successful partnership with outside organizations on traveling exhibitions

Strategy B: Promote the SMOCA Lounge program to drive awareness and revenue.

Action: In coordination with rentals and marketing, develop a proposal for a sustainable program of utilization for SMOCA Lounge.

How: Explore creative ways of utilizing the Lounge for social events, education/literary gatherings, corporate training sessions and collaborative events with the Center and Public Art.

Who: SMOCA director, marketing, rentals, development directors

When: Nov. 1, 2015

Performance Criteria: Increased utilization and new profitability of the Lounge

Strategy C: Showcase the SMOCA permanent collection to drive awareness of the Museum and encourage future art donations.

Action: Develop a plan to better utilize and showcase the various art given to SMOCA (e.g. art donated to and owned by the City of Scottsdale).

How: On a rotating basis, determine venues both inside and outside SMOCA that meet museum standards of conservation and security that could be used to better showcase the various artworks donated by patrons over the years; investigate the acquisition of online portal software to enable the showcasing of the SMOCA permanent collection through digital media (also to be utilized by SMOCA and Public Art to showcase previous and current exhibitions and installations).

Who: SMOCA director, COF

When: Dec. 1, 2015

Performance Criteria: Increased number of SMOCA permanent collection showcases in 2016

Strategy D: Enhance and leverage the education programs within the Museum.

Action: Build new high-quality educational programs around the Museum's exhibitions to promote greater understanding of the art for adults and students.

How: Further develop new artist talks, panel discussions, community panels, films, theatrical readings, book club and special events; build and diversify the docent program to work more fully with visitors.

Who: SMoCA director, education & outreach director

When: Nov. 1, 2015, and ongoing

Performance Criteria: Increased number of educational activities; increased number of trained docents; increased attendance at exhibitions

Strategy E: Establish a focused outreach effort to attract the “next generation” to SMoCA.

Action: Strengthen and expand current partnerships with local schools and develop innovative social media strategies for communication.

How: Develop a feasibility plan to create a core group of teens from the Cultural Connections and Visions programs; work with the marketing team to create new social and digital media opportunities to attract young people to the Museum.

Who: SMoCA director, marketing & communications director, education & outreach director

When: June 1, 2016

Performance Criteria: Increased attendance and participation in the Museum by students and millennials

Strategy F: Build support groups for SMoCA to increase attendance and net revenue.

Action: Enhance the membership program and develop a plan for transforming it into a support group(s) for the Museum.

How: In conjunction with development and membership, create a plan with new incentives and benefits to attract donors and advocates to the Museum; develop new innovative marketing strategies with an emphasis on social/digital media mechanisms.

Who: SMoCA director; development, marketing and membership directors

When: Jan. 1, 2016

Performance Criteria: Increased earned and contributed revenues; increased attendance

GOAL IX: SCOTTSDALE PUBLIC ART PROGRAMMATIC GOALS

Background/Rationale: The mission of Scottsdale Public Art is to serve as a leader in defining art in the public realm through creative place-making, signature cultural events, exhibitions and installations. Its purpose is to contribute to the community's creative, cultural and economic vitality.

Public art both creates and preserves history. It promotes quality planning and design, and establishes a strong sense of place and a unique identity for the City of Scottsdale. It is a marketing and outreach tool for the City – administered by the Scottsdale Public Art staff through the Scottsdale Cultural Council for the benefit of the City, its citizens and our visitors.

Scottsdale's early focus on public art helped establish its national reputation. There are more than 100 works of public art around the City in addition to more than 800 portable works found in City-owned buildings, sharing and preserving the City's cultural heritage for future generations.

Recently, the shift in fewer capital projects and the build-out of the City of Scottsdale has adversely impacted public-art funding. Scottsdale Public Art has recognized this change and responded with increased temporary projects and the development of a signature event at the Scottsdale Waterfront. This broadening of public art beyond a capital-project program has brought an increased awareness of how cities globally use public art to drive cultural tourism resulting in significant economic impact.

Overarching goal: To increase the resources - both public and private - for the advancement of public art in Scottsdale that will continue to add to the quality of life for all citizens and maintain the City's national reputation as a leader in public art and the arts in general.

Strategy A: Investigate new avenues of funding for public art.

Action: Investigate the formulation of a broad-based community task force to formulate innovative ideas for how best to increase public funding of permanent public-art projects.

How: Create a task force to explore new funding sources, ordinance changes and longer-term revenue streams for public art to the benefit of the citizens of Scottsdale.

Who: Public Art director, CEO, COF

When: Jan. 1, 2016

Performance Criteria: Establishment of the task force

Strategy B: Enhance and expand Canal Convergence as a signature public-art event.

Action: Utilize the 30th anniversary of Scottsdale Public Art to showcase the Canal Convergence event.

How: Secure private-sector funding, Tourism Development Commission funding and corporate sponsorships to promote Canal Convergence as a major community celebration and tourism event.

Who: Public Art director, development director, marketing & communications director, CEO

When: Dec. 1, 2015; ongoing in 2016

Performance Criteria: Increased private and public funding for Canal Convergence 30th anniversary event

Strategy C: Develop new/broader partnerships and expand marketing for temporary art initiatives to enhance the awareness of Scottsdale Public Art.

Action: Expand the INFLUX initiative and other cross-promotion, co-commissions and coordinating exhibitions with other Cultural Council divisions.

How: Build cross-promotional campaign of Bruce Munro installations; increase volume of INFLUX installations; co-host International Sculpture Conference; commission national and international artists for temporary installations; expand online and printed publicity of the entire Scottsdale Public Art collection.

Who: Public Art director, COF, marketing & communications director

When: Jan. 1, 2016, and ongoing

Performance Criteria: Increased number of partnerships and co-commissions; increased media coverage of projects

Strategy D: Create a major education initiative to (1) instill in our youth an appreciation of public art and its contribution to “quality of life” and (2) educate parents about the importance of public art to the economic vitality of the City of Scottsdale.

Action: Develop and integrate a public-art curriculum within the Scottsdale Unified School District.

How: Create a curriculum with teaching materials for introducing school children to public art; launch a pilot program in Supai Middle School; develop a complementary online curriculum with teacher training.

Who: Public Art director, education & outreach director

When: Initial curriculum developed by Sept. 1, 2015; pilot program in March 2016; online curriculum by Aug. 1, 2016

Performance Criteria: Successful launch and acceptance of in-school curriculum and online curriculum; increased usage by number of participating schools; successful funding of program

GOAL X: ASPIRATIONAL IDEAS/GOALS

Background/Rationale: The focus of this strategic plan is to combine vision and action – accomplishing specific goals and objectives in the next two years that can be measured and quantified. Additionally, we want to keep sight of our various “big ideas.” These aspirational goals need continued work and effort, and are more realistic for future years based on requirements in resources, City participation, citizen interest and the future economic environment.

These goals are not associated with a specific time frame nor do they have specific details as in the previous goals. They are presented in the spirit of thoughtful future ideas and planning, and will continue to receive the attention of the Cultural Council’s boards and management.

IDEA I: DEVELOP AN INTERNATIONAL DESTINATION ARTS FESTIVAL COORDINATED BY SCOTTSDALE CENTER FOR THE PERFORMING ARTS.**Action Items:**

- Complete a proposed strategic and business plan informed by research from the tourism task force marketing analysis and fundraising feasibility studies.
- Work with SMOCA and Public Art to develop the festival’s programmatic vision.
- Develop partnerships with key stakeholders (e.g., Convention & Visitors Bureau; Museum of the West; etc.).

IDEA II: DEVELOP A REGULARLY SCHEDULED WEEKEND ENTERTAINMENT PROGRAM FOR SMOCA DURING THE SUMMER.**Action items:**

- Identify the logistical implications of running an entertainment program when the Museum has summer exhibitions.
- Develop a business plan to determine earned-revenue potential.
- Determine resources, vendors and partnerships that would be necessary for attendance and revenue success.

IDEA III: CREATE A SECOND ARTS FESTIVAL IN THE FALL TO BE COORDINATED OFFSITE BY SMOCA.

Action Items:

- Identify a possible offsite location, such as SkySong.
- Work with stakeholders of the offsite location to determine viability and partnership model.
- Create a business plan for the new festival.

IDEA IV: CREATE A REGULARLY SCHEDULED EVENING PROGRAM COORDINATED ACROSS THE ENTIRE ARTS ORGANIZATION.

Action Items:

- Work with all division and department leaders to create a unique, campus-wide program that showcases all facets of the arts.
- Develop a budget and identify possible mechanisms for underwriting, including private and/or public funds.
- Determine the most effective frequency of events at program launch and for sustainability.
- Create a special marketing program to promote the event in both traditional and digital media outlets.

IDEA V: SUPPORT A BROAD BASED "QUALITY-OF-LIFE" INITIATIVE TO SEEK A VOTE OF THE PEOPLE ON AN INCREASED SALES TAX EARMARKED FOR ARTS AND CULTURE STATEWIDE.

Action Items:

- Investigate the feasibility and advisability of participating in a statewide initiative for a time-certain, minor sales-tax increase earmarked for arts and culture that would include arts organizations, libraries, botanical gardens, Desert Discovery Center, and other cultural and education organizations.
- Research other major cities in the country that have successfully accomplished this goal to provide a guaranteed revenue stream for arts and culture.
- Research the impact on increased economic development for the City.