

Scottsdale Arts - Strategic Plan Structure FY22 – FY24 (July 2021 – June 2024)

Mission

Sparkling creativity, building community through extraordinary arts experiences.

Tagline

Inspiring Creativity, Community, Culture

Vision

Scottsdale Arts, through its multidisciplinary experiences and dynamic campus, is an arts leader bringing audiences, artists, and art forms together in innovative ways.

Position

We are an innovative arts leader, serving a diverse community through multidisciplinary experiences across our growing campus - from visual, performing, and public art to special events, festivals and arts education. With a clear focus on inclusion and engagement, we empower our community to take part in the creative process, to help shape the regional arts ecosystem, and to become inspired by extraordinary arts experiences.

Values

- **Integrity:** Prioritize leadership, superior customer service and responsiveness to the community.
- **Excellence:** Propel emerging creatives and host globally renowned creators.
- **Accountability:** Build transparent systems for analyzing progress, reliability, financial sustainability, transparency, and overall growth.
- **Innovation:** Make space for calculated risk-taking, leverage multidisciplinary approaches, incubate creativity and creative drivers.
- **Engagement:** Cultivate mutually beneficial relationships and create opportunities for deeper understanding of art forms.
- **DEI&A:** Cultivate awareness, foster inclusivity, address inequity, reduce barriers and represent art forms authentically.
 - **Diversity:** We strive to increase the diversity of programs, staff, board and patrons. We advocate for diversity as a critical step toward a strong community.
 - **Equity:** We represent the fair and just treatment of all members of our community. We ensure that all community members share in our work.
 - **Inclusion:** We ensure internally that diverse individuals fully participate in all aspects of work including decision-making. Externally, diverse participants are valued as respected members of the organization and community.
 - **Access:** We welcome all, value every participant and treat everyone equally. Every community member is invited to participate.

Strategic Pillars

Culture

1. DEI&A: Develop organization-wide benchmarks for tracking DEI&A by Dec 2021
2. DEI&A: Increase board of trustee and advisory committee diversity
3. FINANCIAL: Increase staff compensation to rank in top 2% of comparable orgs by 2024
4. FINANCIAL: Keep admin overhead at 15% of total expenses (best practices @ Guidestar)
5. Increase professional development opportunities for staff
6. Improve processes and communication to become more efficient year-over-year
7. Grow internal collaboration and use of shared services core year-over-year
8. Increase board and committee engagement

Identity

1. DEI&A: SA is recognized regionally by peers and the community for its excellence as it relates to DEI&A through programming, hiring practices, and governance by 2024
2. FINANCIAL: Invest in branding, marketing to rank at top in region by 2024
3. SA Brand is unified, all branches equally represented; brand has full recognition by 2024
4. SA reaches new and broader audiences with marketing collateral which is highly creative and attractive; and marketing tools which are innovative and leverage technology
5. Community recognizes SA as one of regions' Top 20 assets by 2024
6. SA nationally recognized as a leader by peers and arts community by 2024

Programming

1. DEI&A: Programming/collection reflect additional focus on underrepresented groups year-over-year
2. FINANCIAL: Grow innovation/capitalization/risk taking fund by \$100K year-over-year
3. Increase excellence/innovation year-over-year: produce, commission, acquire work
4. Increase equal awareness of *all* SA prgrms (SCPA, SMOCA, SALI, SPA, CC, Events) by 2024
5. Increase streaming/digital/VR/global experiences and outreach year-over-year
6. Develop 2023 outdoor season, 3-year plan to grow events from 20/yr to 80/yr by 2025
7. Expand opportunities for deeper engagement with our community through residencies and workshops which result in a 25% increase in participation/revenue

Participants

1. DEI&A: Increase access for diverse audiences significantly
2. FINANCIAL: Increase earned/contributed participant revenue by 15% year-over-year
3. Increase multi-disciplinary, repeat participant and member conversions year-over-year
4. Improve data capture and data mining as participant development tool
5. Improve participant experience (box, ticketing, way finding, ushers, docents) by 2024
6. Provide improved collateral and reports to participants about impact of giving

Partnerships

1. DEI&A: Conduct a gap analysis and action plan by FY23 to develop local and national partnerships which diversify and broaden SA initiatives and address community needs.
2. FINANCIAL: Grow smart partnerships to increase earned and contributed revenue
3. Develop new, significant regional and national partnerships year-over-year
 - a. Partnerships can be financial, mission, diversity or community based
4. Increase partnership activities by 25% by FY24
 - a. Leads to 15% increase in contributed revenue
 - b. Leads to 40% increase in partner-supported programmatic initiatives
5. Explore partnerships to increase geo footprint in Valley/North Scottsdale by 2024
6. Increase grantmaking to other arts organizations, individual artists
7. Execute Cultural Assessment and Cultural Calendar (funded by CoS) by July 1, 2023

Development

1. Grow ongoing annual giving by 15% year-over-year
2. Implement Planned Giving initiative, pledges at \$3M by 2024
3. Grow annual gala to generate \$500K revenue/year by 2024
4. Develop an acquisition budget toward a permanent collection
5. Grow endowed gifts/investment balance to \$10M by 2024
 - a. carry-over goal from current plan, grew from \$5.7M to \$8M, 2019 – 2021

Campus

With an ambitious vision to build an inclusive and innovative arts campus for Scottsdale, it is crucial we also develop sustainability. This will be accomplished through the following goals:

Immediate Goal: Temporary signage, building markers, projections, phone app to improve wayfinding/visibility during construction in 2021-23

1. DEI&A: Develop a campus which is accessible, inviting, and inclusive
2. FINANCIAL: Develop a sustainable biz plan for expansion of indoor/outdoor facilities
3. FINANCIAL: Create plans to potentially acquire surrounding properties
4. FINANCIAL: Develop and prepare the future launch of a capital campaign in FY22
5. Improve permanent wayfinding, significantly increasing participant awareness by 2024
 - parking garage
 - outdoor stages
 - gateway and marquee on 2nd Street
 - signage on north/south terminus of Drinkwater couplet
 - campus signage across Civic Center

* Timeline for long-term Campus Development vision:

2021 - 2023

- Civic Ctr campus/stages – 2021-2022, under construction - opening 2023
- SCPA: reimagine Stage 2 as flexible, modular venue – relocate within SCPA
- Explore updates to atrium, café (outdoor), store (outdoor), box (evolve)
- SCPA office renovation
- Purchase Annex Bldg and prepare for tear down/rebuilding
- Create 2nd street gateway & marquee, connect to new signage for Civic Ctr

2023 - 2030

- Tear down Los Olivos garage, absorb and connect entire block to Brown Ave
- Purchase Los Olivos Restaurant, Mission Restaurant, Bank Drivethrough
- Connect historic Blacksmith Shop/Mission/Red School House/Livery Stables
- Build a new 2,000+ seat venue, new SMOCA, new education wing
- Repurpose Blacksmith Shop as Makers Space/Art Studios
- New gateway off Brown Ave into complex
- Direct visual connection down 1st Street to MotW frontdoors
- Connect 2nd street art-mile/streetscape to Marshall Way

2031 - 2040

- Campus fully built out: new SMOCA w 150,000 sqft, multiple outdoor stages, SCPA's new 2,000+ hall, VGP and Stage2, maker space, workshops, education center, sculpture garden, 2nd street connect to MotW, Artist School, Greasepaint