



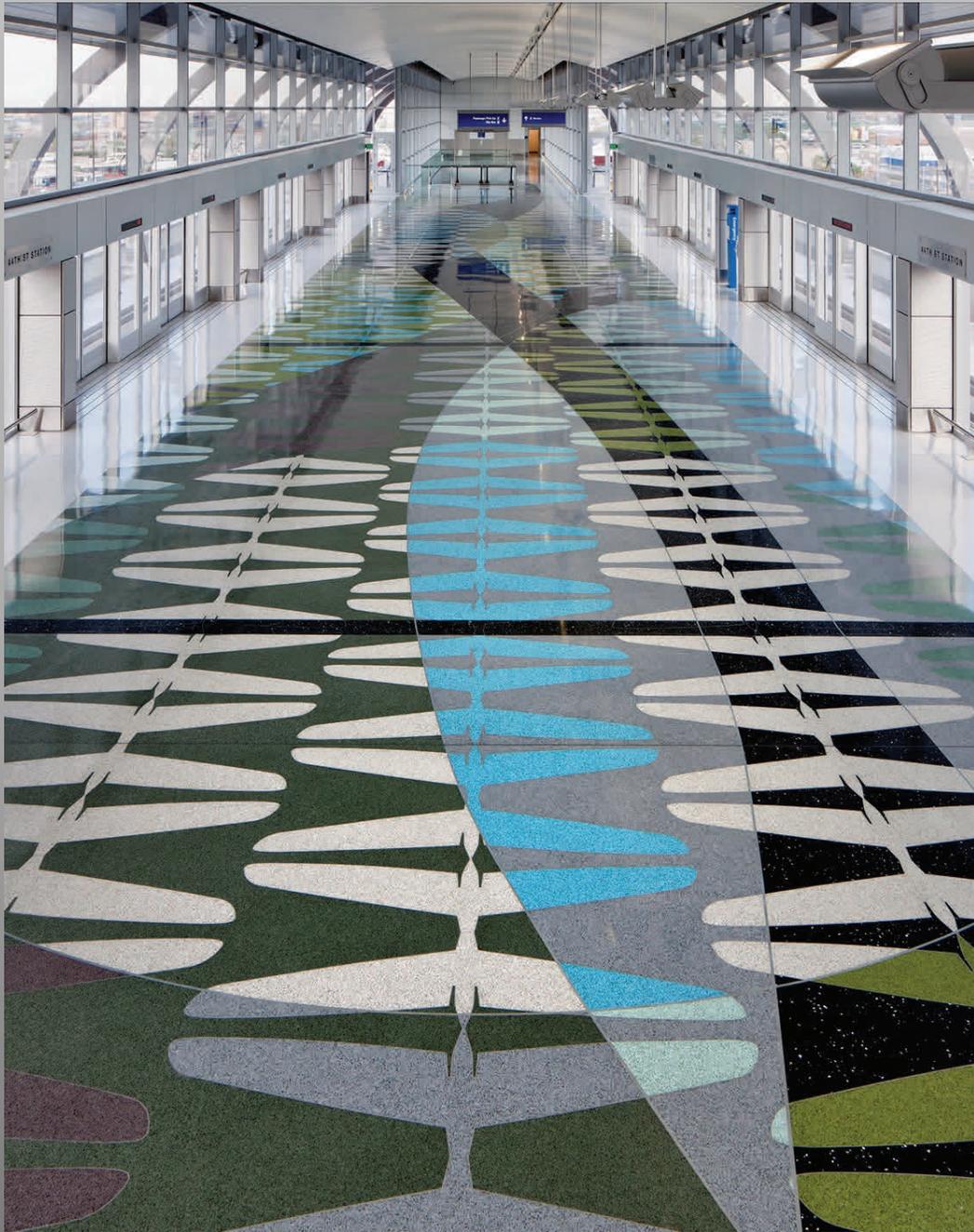
*Her Secret is Patience*, 2009 Artist Janet Echelman

## CITY OF PHOENIX CREATIVE SECTOR TASK FORCE VISION 2013-2018



City of Phoenix  
OFFICE OF ARTS AND CULTURE

artWORKScultureCONNECTS



*Tailplane Patterns*, 2012 Artist Fausto Fernandez



*Matthew Henson HOPE Gardens*, 2013 Artist Joe Willie Smith and John Randall Nelson



2

*Little Canyon Trail*, 2009 Artist Laurie Lundquist and Landscape Architect Michael Tarek, The Sherman Group

“Arts, Culture and the Creative Economy play a critical role in building and sustaining our city’s quality of life and economic vibrancy.”

Bill Sheppard  
Attorney-At-Law, Gammage & Burnham  
Chair, Phoenix Creative Sector Task Force  
December 2012



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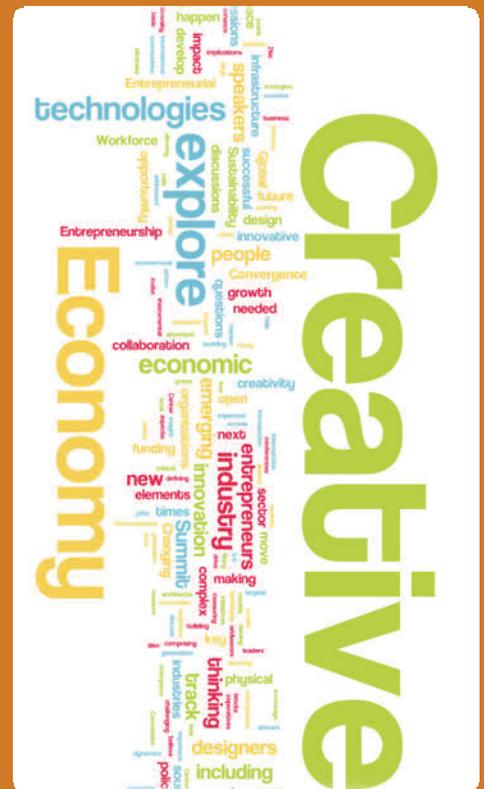
*Ponderosa Stables*, 2010 Artist Kevin Berry and Landscape Architect Jason Harrington, E-Group

## INTRODUCTION: PHOENIX ARTS, CULTURE AND THE CREATIVE ECONOMY

**A**rts and culture enhance the quality of life for Phoenix residents and visitors, attract businesses, generate jobs and stimulate the economy. In Phoenix, by far the largest of the Valley of the Sun's 26 cities, over 140 non-profit organizations provide arts and culture experiences for Phoenix residents and visitors every year. In addition, there are more than 4,000 for-profit creative businesses located within Phoenix city limits.<sup>1</sup>

Arts and culture matter in the City of Phoenix.<sup>2</sup> They have a powerful, positive effect on our local economy. In 2010, the nonprofit arts and culture organizations and their audiences contributed over \$300.6 million worth of income, jobs and related services to the local economy.<sup>3</sup> If that statistic also included the economic and social impact of the much larger creative sector, we can be confident that 300 million dollars just scratches the surface of the total economic impact that the creative economy has in Phoenix.

Arts and culture also matter because they create a livable community that invites engagement, promotes exploration, beautifully enhances the built environment, and respects and celebrates diversity. A thriving creative sector fosters a sense of place that not only attracts people to our city to live, work and play, but helps to ensure that these visitors will (at least) linger here... and (at best) choose to make Phoenix their home.



## OVERVIEW



**A**t the direction of Mayor Greg Stanton and with the support of the Phoenix City Council, the Creative Sector Task Force was established by the City Manager's Office in June 2012. The group was charged with the task of examining the City's current cultural environment and professional practices in the service of arts and culture and to propose a new Arts, Culture and Creative Economy Vision Plan. The following report establishes a bold vision and framework for the arts, culture and creative economy in Phoenix. It will serve as a set of guiding principles leading to the development of the 2013-2018 Master Plan for the Office of Arts and Culture.

## VISION

**T**he City of Phoenix considers Arts, Culture and other aspects of the Creative Sector to be essential elements of a diverse, vibrant and vital community. Its workers, institutions and businesses contribute significantly to the economic stability of our City and the outstanding quality of life enjoyed by our residents. The contributions of the Sector strengthen our businesses' capacity to attract and engage participants from all over the world. The creative sector distinguishes Phoenix from other cities by infusing it with lively human qualities and a unique cultural character, one that complements and enhances our dramatic Sonoran desert environment.



From now and into the future, the City of Phoenix will take the lead in Arizona, becoming the standard bearer for Arts, Culture and the Creative Economy ... not only within our own city limits, but on behalf of the region and state. The City celebrates and embraces the tremendous value that this industry adds to life in our community, and will capitalize on it. In addition, the City aspires to become a transformative and exemplary model for leadership in the arts, culture and creative sector by advocating for innovation, promoting excellence, fostering partnerships, facilitating engagement and ensuring public access and participation.

## GOALS of the CREATIVE SECTOR TASK FORCE

**M**embers of the task force divided into working groups to address six focus areas: resources, marketing, education, leadership, governance and sustainability. The goals below are the product of the discussions.

1. Expand, strengthen, and stabilize funding for the arts, culture and creative sector by identifying and developing secure and diversified revenue streams.
2. Promote Phoenix's arts, culture and the creative economy locally, regionally, nationally and internationally.
3. Ensure that Phoenix residents of all ages experience high quality arts and cultural opportunities at school and through public programming throughout the city.
4. Establish a framework and system to foster public dialog and elicit community input regarding the City's vision for arts, culture and the creative sector.
5. Restructure and strengthen the Phoenix Office of Arts and Culture and Phoenix Arts and Culture Commission to ensure delivery of the 2013-2018 Arts, Culture and Creative Economy vision.
6. Develop and implement a sustainable practice model for the arts, culture and creative economy.

## ARTS, CULTURE AND THE CREATIVE ECONOMY IN PHOENIX

The Creative Economy includes non-profit arts and cultural organizations that support the production, presentation, exhibition, advancement and preservation of visual art, design, music, dance, theater, literature, science, zoology, botany, natural history and cultural history.<sup>4</sup> FURTHERMORE, the Creative Sector in Phoenix includes **for-profit** creative businesses including — and not limited to — the following activities, professions and industries:

- Architecture
- Artists
- Art Schools and Services
- Culinary Arts
- Cultural Facilities (museums, zoos, botanical gardens and other “informal learning” environments)
- Design (Graphic, Fashion, Industrial, Digital and Inter-Media Arts)
- Commercial art galleries
- Literary arts
- Marketing and advertising
- Movies and film production
- Performing arts
- TV and radio
- Photography
- Visual arts (painting, printmaking, sculpture, etc.)

The Creative Sector Task Force recommends that the City give greater attention and focus to the beneficial contributions made by the variety of businesses represented in the categories above. However, the Task Force **does not** suggest that all such businesses are entitled to or eligible for City funding.



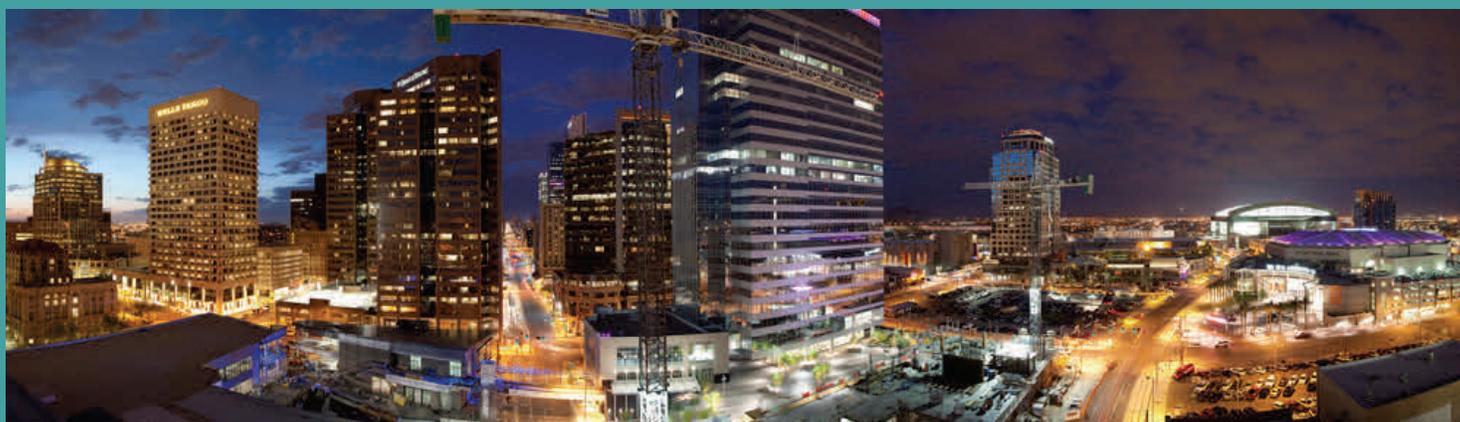
Phoenix 360 - View from the Westward Ho, 2011 Artist Craig Smith

## THE CREATIVE SECTOR TASK FORCE RECOMMENDATIONS: WHAT'S DIFFERENT ABOUT THIS VISION?

Two aspects of the present report deserve special attention.

**F**irst and foremost is the Task Force's broad definition of the Creative Sector in Phoenix. In the past, the City of Phoenix's service to the community concentrated primarily on non-profit arts and cultural organizations and, to varying extents, the artists who were involved with these organizations. The present vision is far more inclusive: it characterizes Phoenix's creative economy as a dynamic force composed of creative people and creative endeavors that serve a diverse public throughout the City. The products of small businesses and large ones, profit-making and non-profit organizations, visual artists, performers, writers, architects, filmmakers and chefs energize our community. Their combined creative vision promotes a rich cultural environment that can be exciting, provocative, entertaining, and educational ... the kind of environment that attracts investment at the spur-of-a-moment and for the long haul. This is the kind of investment that sustains and grows a vibrant community.

**S**econd, the Creative Sector Task Force envisions a City where residents actively participate in the constant creation of culture. The recommendations address this opportunity by proposing periodic — and regular — community forums to explore public concerns and interest in arts and culture. A second, critical component is the establishment of a new, consulting body of experts, currently nicknamed "CAOB" (Creative Arts Oversight Board). This blue-ribbon committee will extend and deepen the work of the Task Force. CAOB will be composed of respected business leaders and creative sector advocates whose charge will be to augment the work of the Commission and expedite several critical activities including, but not limited to, relevant data collection and analysis which can identify and propose one or more dedicated funding streams for Arts and Culture to the Mayor and Council, propose innovative approaches for resource management and advise staff, Commission and elected officials regarding possible program, policy and ordinance changes.



Phoenix 360 - View from the Luhrs Building, 2011 Artist Craig Smith

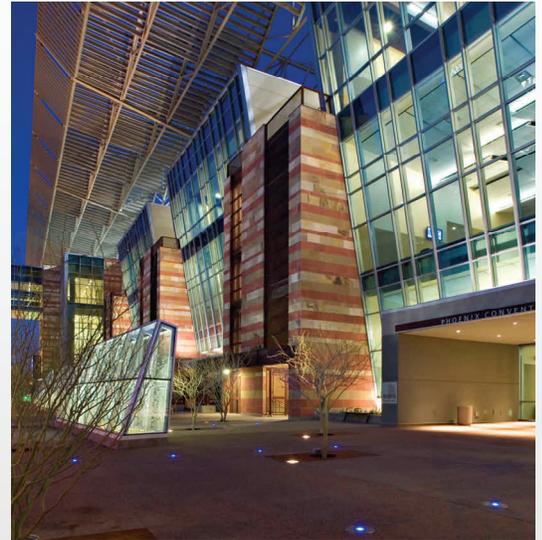
# CREATIVE SECTOR TASK FORCE RECOMMENDATIONS

## GOAL #1:

Expand, strengthen, and stabilize funding for the arts, culture and creative sector by identifying and securing diversified revenue streams.

### RECOMMENDATIONS:

- Grow the Phoenix Office of Arts and Culture Community Arts Grant Support Program funding to \$1.5 million.
- Explore dedicated revenue source alternatives to support arts and culture (including grants, arts education, new public art and the maintenance of existing public art). Successful examples include approaches such as hotel/motel “bed tax”, art in private development ordinance, United Arts Fund, workplace giving, and others.
- Facilitate partnerships between nonprofit arts and culture organizations and for-profit creative businesses that generate revenue in support of non-profit programming.
- Establish an independent, non-profit [501(c)(3)] organization to focus on advocacy and fundraising for public art projects and maintenance of municipally-owned public art.
- Implement an Adopt-A-Public Art Project Program to expand and stabilize the Public Art maintenance fund.
- Invest in professional, in-depth research and analysis of the combined economic impact of nonprofit arts and culture organizations and for-profit creative businesses in Phoenix.



*Night Blooming Garden, 2006 Artist Beliz Brother*



### GOAL #3:

Ensure that Phoenix residents of all ages experience high quality arts and cultural learning opportunities in school and through access to public programming throughout the City.

#### RECOMMENDATIONS:

- Provide funding and professional support to schools, arts and culture organizations, and, in partnership with artists or arts/culture organizations, community-based organizations/social service programs to design and deliver arts learning programs that supplement and enhance K-12 curricula.
- Sponsor and promote community arts events including performances, exhibits, classes and workshops that support lifelong learning in the arts throughout the City.
- Conduct a “Full STEAM Ahead” campaign to recognize and foster the inclusion of creative arts in education and turn STEM education into STEAM education (Science, Technology, Engineering, ARTS and Math).
- Provide technical assistance to school districts and arts organizations in need of information about relevant issues, such as federal education policies, quality and equity in arts education, arts integration and strategic planning for arts programs.
- Facilitate or provide training opportunities for artists who want to teach in schools.
- Build and maintain a resource library for arts education, including directories of arts and cultural organizations and personnel who can provide cultural services to schools.



- Convene and facilitate regular discussions among diverse stakeholders including school districts, educators, artists, nonprofit arts and cultural organizations, for-profit creative businesses, students and parents.

## GOAL #4:

Establish a framework and system to foster public dialog and elicit community input regarding the City's vision for arts, culture and the creative sector.

### RECOMMENDATIONS:

- Lead the development and implementation of a biennial Arts, Culture and Creative Economy Summit. The Summit will facilitate cross-pollination of ideas, encourage innovative collaborations and promote creative strategies and solutions that ensure growth and sustainability of the creative community.
- Convene and conduct two “think-tank” forums per year in different parts of the City and including the spectrum of neighborhoods and various communities to foster formal and informal partnerships among local businesses, arts and cultural organizations, community leaders and City officials.
- Facilitate the articulation and consistent delivery of the arts, culture, and creative economy vision to inspire City leadership, guide City practices, and impart a loud-and-clear message about the value and significance of the arts, culture and creative economy to Phoenix quality of life.





## **GOAL #6:**

**Develop and implement a sustainable practice model for the City's interface with arts, culture and creative economy.**

### RECOMMENDATIONS:

- Provide incentives for intra- and cross-sector resource-sharing by
  - establishing incubators and facilities that house fledgling organizations and artists, \*and foster the development of creative products, programs and services:
  - Audience development
  - Cooperative sharing of administrative, performance, exhibition, rehearsal and learning spaces, and equipment
  - Cooperative sharing of “back office,” artistic, and technical personnel
  - Coordinated, dual or multi-group marketing and outreach.
- Collect current data related to trends, outcomes, and organizational impact by requiring grantees and recipients of services to participate in the Cultural Data Project and related initiatives.
- Require City-supported arts and cultural programs and organizations to provide documentation of their efforts to engage diversity in their boards, staff and programming, and demonstrate positive change.
- Provide incentives and/or public accolades to businesses that include support for arts and culture in their operating and capital budgets.
- Encourage cultural organizations to build reserves into their operating budgets.
- Explore the planning and implementation of a major festival to spur economic development and public engagement.
- Promote and support adaptive re-use of older buildings as important elements of our cultural fabric for arts and cultural purposes.
- Encourage the development of sustainable lifestyles by developing urban or suburban “live, work and play” neighborhoods.

## REFERENCES CITED

1. [www.AmericansfortheArts.org/CreativeIndustries](http://www.AmericansfortheArts.org/CreativeIndustries)
2. Inaugural Address, Mayor Greg Stanton, January 3, 2012
3. [www.AmericansfortheArts.org/EconomicImpact](http://www.AmericansfortheArts.org/EconomicImpact)
4. 2008-2012 City of Phoenix Arts and Cultural Plan  
[www.phoenix.gov/webcms/groups/internet/@inter/@dept/@arts/documents/web\\_content/d\\_036504.pdf](http://www.phoenix.gov/webcms/groups/internet/@inter/@dept/@arts/documents/web_content/d_036504.pdf)

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*The City of Phoenix enhances the community's cultural, economic development and creative economy 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.*

Phoenix Office of Arts & Culture  
Arts & Cultural Plan, 2008-2012

*The Phoenix Arts and Culture Commission champions the development, promotion and sustainability of Phoenix's vibrant cultural community.*

*In order to achieve its mission, the Phoenix Arts and Culture Commission advises the City Council on the allocation of resources to support artists and cultural institutions; promotes cultural programs and events; advocates for and educates the public on the value of the arts; and fosters public and private relationships to sustain these efforts.*

Phoenix Arts & Culture Commission  
Adopted October 20, 2010

