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Executive Summary

Tempe is igniting a cultural renaissance for the coming decade and has created the Tempe Arts and Culture Plan to guide it. Tempe certainly has a history of setting and achieving cultural aspirations. The community has supported nationally and internationally prominent artists since 1964 in the Frank Lloyd Wright-designed Gammage Auditorium on the Arizona State University campus. Tempe has had a vibrant music scene, centered on Mill Avenue, beginning in the 1970s and contributing to the development and success of many bands. In 1996, the City created a strategic plan for the arts that led to a successful 2000 voter initiative to institute the Arts Tax and fund development of the Tempe Center for the Arts, an architecturally beautiful and state-of-the-art cultural facility.



In 2014, the City of Tempe embarked on creation of this Tempe Arts and Culture Plan and it is clear that the community now has a new level of vision or aspiration, one that builds on past achievements and leverages the possibilities of the current civic environment. Perhaps the defining feature of this new vision is broad community engagement and the desire for elements of the community—citizens, artists, the business community, City government, the University, schools and others—to come together in building the cultural life of the community to the next iteration of richness.

The Community’s Vision for Tempe’s Cultural Development

What will success look like in the coming decade? Here is the Tempe Arts and Culture Plan vision statement:

Tempe has ignited a cultural renaissance centered downtown and spreading throughout all neighborhoods of the city. Enlightening and enlivening arts and culture are part of the daily experience of residents, workers, students, and visitors. Citizens have ample opportunities to participate, co-create, learn and appreciate. There is a continuum of inclusive arts experiences for people of all ages and backgrounds. Tempe is recognized as a welcoming and supportive place for artists as well as community creativity in all its forms. Signature events celebrate creativity at the highest levels, drawing visitors as well as regional and national attention.

Key Findings of the Community Engagement

The Tempe Arts and Culture Plan is based on extensive community engagement involving approximately 900 residents and workers. Key findings are:

- Tempe residents are personally very active in their arts and cultural interests.
- Tempeans highly value the rich cultural life of their city.
- Tempe residents seek informal cultural experiences available throughout the city, such as at coffee shops, bars, parks and festivals.
- Tempe residents also want a greater variety of high quality performances and events that appeal to adults, especially at the Tempe Center for the Arts.
- There is room for improvement in the quality, affordability, availability and variety of arts and cultural offerings to the community.
- There is significant interest in promoting and developing Tempe's live music scene.
- Community members seek better access to information about arts events and activities, and greater connectedness with one another through cultural activities.
- Children are very involved in arts both in and outside of school.
- There is very high support for city government to continue its leadership role in arts and cultural development.
- Citizens want to play an active role in the continued development of Tempe's cultural life.
- Arts and culture are seen as an excellent way to promote diversity and inclusion.
- There is strong desire for enhanced arts and cultural opportunities for children and youth.
- It is important to acknowledge and support Tempe's artists and creatives as a foundation for the community's cultural development.
- There is demand for additional class offerings in the arts for both children and adults.
- Residents of South Tempe would like more activities to be available closer to home.

Recommendations

There are six focus areas in the Tempe Arts and Culture Plan. Each contains recommendations for fulfilling the community's vision for cultural development.

1. Arts Programming Throughout the Community

- 1.1. Increase and promote Community-Initiated Arts projects.
- 1.2. Collaborate with ASU in its Works Progress Arizona (WPA) initiative.
- 1.3. Create a communitywide signature festival of the arts and creativity.
- 1.4. Support expansion of Tempe's live music scene.
- 1.5. Convene an arts education collaboration including the school districts, the City, ASU and arts educators.
- 1.6. Continue, expand and enhance informal arts programming provided in community settings.
- 1.7. Develop a comprehensive, communitywide arts and cultural marketing program.

2. Tempe Center for the Arts

- 2.1. Revise the mission and usage priorities of the TCA to better meet the cultural interests of all Tempeans.
- 2.2. Initiate and develop a TCA presenting program.
- 2.3. Expand co-productions, rentals and collaborations.

3. Artists and Arts Organizations

- 3.1. Double Arts Grants funding to \$300,000.
- 3.2. Create a capacity building grants program.
- 3.3. Develop a program of technical assistance for individual artists.
- 3.4. Create a clearinghouse of information relating to the professional needs of artists.
- 3.5. Create an artist incubator space to allow emerging artists to rehearse, create art and collaborate with peers.
- 3.6. Develop a public art master plan.
- 3.7. Reinstate the full percent for art requirement on City capital improvement projects.
- 3.8. Increase the City's required public art allocation to 2%.

- 3.9. Fund public art staff through the City's General Fund.
- 3.10. Plan for the commissioning of one or more signature public artworks.
- 3.11. Involve artists early in the design process of City capital and private development projects.
- 3.12. Create an "on-call" artist position available to all City departments.
- 3.13. The City should convene a working group of city planners, developers and design professionals to consider an increase in the Art in Private Development requirement to one dollar per square foot, or an equivalent percentage, and an annual increase equal to the percentage rise in the cost of construction.
- 3.14. Convene a working group of city planners, developers and design professionals to consider expanding the the Art in Private Development Program to include all commercial, industrial, mixed-use and multi-unit residential developments that exceed certain established thresholds.
- 3.15. Develop a cultural facilities master plan.
- 3.16. Develop a comprehensive inventory of existing and potential art spaces and cultural venues.
- 3.17. Refine zoning and permitting functions to support artists' space needs.
- 3.18. Explore development of an artists' live/work project.

4. Diversity and Inclusion

- 4.1. Increase diversity among members of the Tempe Arts and Culture Commission.
- 4.2. Create a diversity and inclusion committee of the Tempe Arts and Culture Commission.
- 4.3. Promote Community-Initiated Arts projects that address diversity and inclusion.
- 4.4. Support community festivals celebrating cultural diversity and explore a citywide multicultural festival.
- 4.5. Increase culturally diverse programming at the TCA.

5. Governance of the Arts

- 5.1. Create a new Division of Arts and Culture within the Community Services Department.
- 5.2. Consolidate all of the arts and cultural programs, facilities and activities of the City within the new Division of Arts and Culture.
- 5.3. Appoint a professional arts administrator as Deputy Director for Arts and Culture.
- 5.4. Separate the functions of grants and programs from public art.
- 5.5. Engage a professional arts fundraiser for the TCA and other City arts needs.
- 5.6. Clarify the roles of the City Council, the Commission and peer review panels.
- 5.7. Rename TMAC as the Tempe Arts and Culture Commission and establish specific membership qualifications.
- 5.8. Develop a broader mandate for the Arts and Culture Commission.
- 5.9. Conduct an annual planning retreat of the Arts and Culture Commission.
- 5.10. Agendize a cultural development issue for regular Arts Commission discussion.
- 5.11. Develop Commission meeting agendas by consultation between the Commission chair and staff.
- 5.12. Reinstate ability of the Commission to form subcommittees.
- 5.13. The Friends of the TCA should begin a dialogue with senior City staff to determine an appropriate role in arts leadership.
- 5.14. Consider separating the design review process from the land use and permitting process.
- 5.15. Conduct an ongoing series of roundtable discussions on civic design issues in Tempe.

6. Sustainable Funding

- 6.1. Submit the reauthorization of the Arts Tax to the voters of Tempe in advance of its sunset in 2020.
- 6.2. Create a community-led citizen advocacy committee to spearhead the Arts Tax reauthorization effort.
- 6.3. Create an Arts Endowment for the TCA and all other City arts needs.
- 6.4. When reauthorized, consider devoting approximately one half of the Arts Tax proceeds to building the Arts Endowment.
- 6.5. Initiate a fundraising campaign focusing on the sale of TCA naming rights to build the Arts Endowment.
- 6.6. Create a Business Committee for the Arts, to provide private sector arts leadership and manage the endowment fund for the TCA.

Implementation and Priorities

The Tempe Arts and Culture Plan is a plan for the City as well as partners in the community. While the City will be the lead agency for most recommendations, it cannot fulfill the community's vision for cultural development without collaborative efforts from such others as Tempe Tourism, the Downtown Tempe Authority, the business community, ASU, schools, artists, arts organizations, and other groups. Indeed, these people and organizations were all involved in the creation of this plan and have already contributed to its content.

The Arts and Culture Commission recommended in this plan will be an implementation body that meets regularly to oversee progress towards fulfillment of the recommendations, and to provide assistance, advocacy and encouragement. In addition, the recommended Business Committee for the Arts, the recommended Arts Education Collaboration, staff and possibly a committee to campaign for reauthorization of the Arts Tax should assume roles in implementation.

The community identified several priorities as starting points—actions that should be taken first—and longer-term actions that are regarded as important in absolute terms.

- Affordable artists live/work space, artists' incubator and an artists district(s) (3.5., 3.15. and 3.18.)
- Expansion of the public art program (3.6. – 3.14.)
- Expansion of the arts grants program (3.1.)
- Making arts funding more broadly available to neighborhood groups, individuals in the community and community-based organizations that provide arts programming (but are not themselves arts organizations) (1.1., 1.6., 3.1.)
- Enhancing programming at the Tempe Center for the Arts to better meet the cultural interests of all Tempeans, including increasing presentations (2.1. – 2.3.)
- Reauthorization of the Arts Tax (6.1. and 6.2.)
- Creation of a Business Committee for the Arts (6.6.)
- Enhancing urban design and architectural standards (5.14. and 5.15.)
- Creation of an Arts and Culture Division in City government (5.1. – 5.3.)

Community Engagement Findings

The Tempe Arts and Culture Plan is based on extensive community engagement involving approximately 900 residents and workers. The community engagement process included:

- Steering Committee
- Key person interviews
- Focus groups
- Town Hall meeting at the Tempe Center for the Arts
- Community survey
- Tempe Forum online discussion



The plan's Steering Committee (page 1) included community leaders from both the arts and non-arts sectors, seeking to identify ways the arts can partner with other civic interests. Planning participants spanned a diverse range that included longtime and new residents from all neighborhoods, Millennial-aged students and workers, parents, educators, small business owners, artists, ASU faculty and staff, multicultural leaders, seniors, and major employers.

Key Findings of the Community Engagement

Tempe residents are personally very active in their arts and cultural interests.

Virtually everyone in Tempe pursues a creative interest: nearly all residents actively participate in arts and cultural activities as well as attend cultural events. Personal participation includes making photographs, reading books, and cooking creative dishes or meals. About half pursue their interests as a hobby or a way to share with friends and family. Residents attend arts and cultural events most often in community settings—community centers, libraries and places of worship. They also frequently attend live performances at theaters, art galleries, festivals and museums.

Tempeans highly value the rich cultural life of their City.

When asked what they value about the cultural life of Tempe, people emphasize the variety of arts and cultural opportunities and events, the University's contribution, and the City's dedication to the arts. They also value the vitality arising from Tempe's multicultural population and its influence on the arts. They also describe its community-based feel—small, compact, and diverse—with accessible and visible public art throughout.

Tempe residents seek informal cultural experiences available throughout the city, such as at coffee shops, bars, parks and festivals.

This mirrors a national trend in which citizens seek a richness of experience, including arts and culture, found throughout daily life. While they enjoy ticketed performances and other conventional arts experiences, such as visiting a museum, they increasingly desire art that is spontaneous, participatory and readily available. Events and activities mentioned in this category include readings at Changing Hands Bookstore, arts experiences at shopping centers, performances in the parks, and neighborhood public art. In line with this concept for cultural experiences, planning participants would like offerings in venues such as coffee shops, clubs, bars, parks, sidewalks, and transit stops.

Tempe residents also want a greater variety of high quality performances and events that appeal to adults, especially at the Tempe Center for the Arts.

The Tempe Center for the Arts was most often mentioned as the city's major performing arts venue and there is a clear desire for improving the variety and quality of events offered there. While other area venues, including Gammage Auditorium, offer desirable events, the TCA was seen as the community's primary arts venue and gathering place, and a place for more intimate experiences. The community's vision includes a rich array of performances available at the TCA, ones that appeal to the tastes of a greater range of Tempe's adult audience.

There is room for improvement in the quality, affordability, availability and variety of arts and cultural offerings to the community.

When asked to rate these four characteristics of arts and cultural offerings in Tempe, the community expresses relatively high satisfaction: 57% to 71% rate them as excellent or good. However, the predominant rating is "good." There are also 43% to 29% who rate current offerings as adequate, fair or

poor. Coupled with the many comments about the desire for higher quality and greater variety of offerings for adults, these opinions underscore the opportunity to serve more of the community cultural interests with changes to the programs provided at the TCA and elsewhere.

There is significant interest in promoting and developing Tempe's live music scene.

Tempe has a history of incubating successful bands and a vibrant and authentic live music scene. This is celebrated at the current "The Tempe Sound" exhibit at the Tempe History Museum. The number of clubs and other music venues has declined but there is widespread interest among musicians and community members in revitalizing the music scene. This aligns with the community's interest in informal events and venues.

Community members seek better access to information about arts events and activities, and greater connectedness with one another through cultural activities.

People have difficulty learning about opportunities that suit their interests. While they acknowledge that there is a great deal happening, current marketing efforts are not sufficiently successful. Across-the-board, community members describe frustration in identifying useful sources of information and learning about activities in a timely manner. In fact, the most common way people learn about events is word of mouth. This is a common problem among US cities and it is a challenge to overcome the "noise" of many competing marketing messages in people's lives. In addition to marketing, citizens often expressed the desire for greater connectedness with one another and the City for the purpose of cultural development. As noted below, they seek an active role or partnership in developing cultural activities and implementing this plan.

Children are very involved in arts both in and outside of school.

Tempe's children are as arts-involved as adults. Slightly less than one-quarter of Tempe's households have children and more than a quarter of survey respondents have children participating in the arts in school, at home or outside of school (e.g., at a community center, library, a private arts provider, church, ASU, etc.).

There is very high support for city government to continue its leadership role in arts and cultural development.

87% of residents believe the City should fully support, or take a major part in supporting and expanding, arts and cultural opportunities in Tempe. Their priorities for City action are to support:

- After school/summer arts/cultural programs for youth
- Development of artists in Tempe
- Nonprofit arts and cultural organizations
- Arts and cultural programming for families
- High quality public art projects
- Arts and cultural programming for adults and seniors

Citizens want to play an active role in the continued development of Tempe's cultural life.

Tempe's residents and workers are a relatively engaged population. While they support a lead role for City government in the community's cultural development, they also want to take an active role in that development and in implementing this plan. They mention citizen-initiated activities, networks, committees and public/private partnerships as examples of ways to participate.

Arts and culture are seen as an excellent way to promote diversity and inclusion.

Diversity and inclusion are core values for the City of Tempe and its citizens. Nonetheless, many acknowledge persistent divisions in the community arising in part from differences in race and class. Arts and culture are already used by the City and Tempe's cultural organizations to celebrate diversity, bring together populations and foster increased cultural understanding. Planning participants believe in this approach and called for continued and expanded efforts to use arts and culture as a meeting ground for Tempe's diversity.

It is important to acknowledge and support Tempe's artists and creatives as a foundation for the community's cultural development.

Many planning participants called out the central role of the artist in the cultural life of the community and expressed the desire for enhanced support. Tempe already provides support for artists in myriad ways, from its public art

program, to its Municipal Arts Fund grants, to its presentations at the TCA. Planning participants highlighted the opportunity to engage artists and creatives in multiple roles, such as serving in leadership positions, projects in the community, enhancing the music scene, managing arts-related businesses, and providing arts education programs.

There is strong desire for enhanced arts and cultural opportunities for children and youth.

Along with high arts participation rates for children in Tempe, there is a strong community sentiment for providing them with more and deeper opportunities. This reflects a shared value that arts are important to a child's education and his/her development. It also reflects the strong value Tempeans place on the arts and seek to impart to young people. Community leaders, parents and educators often articulated the desire to provide not merely more arts activities but richer, sequential and shared experiences that would develop young people's skills, knowledge and connectedness.

There is demand for additional class offerings in the arts for both children and adults.

There was strong demand for a broad range of class offerings. For children, the top four were visual arts, music, theater and dance. For adults, the top two were visual arts and music.

Residents of South Tempe would like more activities to be available closer to home.

While Tempe is a relatively compact city, drive times and parking issues have increased calls for arts and cultural programs closer to those who live in South Tempe, generally defined as south of the 60 freeway. This is especially true for children's activities, where parents must drive their children to a location beyond about a ten-minute distance. This parallels community comments in other Tempe planning efforts. This desire for activities close to home reflects the general sentiment for informal activities in community settings throughout the city. Moreover, it does not negate the universal perception that downtown is the cultural center of the city and that it is and should remain the primary focus of cultural activity.

What Do We Mean by “Arts and Culture”?

There are different meanings for the terms “arts” and “culture” and their meanings often change in different contexts. The Tempe Arts and Culture Plan adopts an expansive, inclusive definition of arts and culture. It includes a range of cultural sectors: high or fine arts as well as popular, ethnic and commercial arts, and historic preservation. A range of people: visual and performing artists, craftspeople, designers, arts educators and cultural practitioners. And a range of cultural events: performances, exhibitions, festivals and celebrations. In addition, in Tempe, it includes creativity outside traditional arts settings, such as expressions of creativity through technological, conceptual and business invention. Adopting a broad notion of creativity as part of Tempe’s culture reflects a contemporary sensibility, in which people do not always distinguish between creativity and “the arts,” as well as the pervasive influence of the tech sector.

“Arts” has traditionally meant the fine arts: visual arts, music, theater, dance and literature. Choreographer Liz Lerman, winner of a 2002 MacArthur “Genius” Award, describes the shift to a contemporary definition as a vertical hierarchy becoming a level playing field. Using the dance field as an example, ballet used to be on the top of a pyramid, with dance forms such as folk dance and hip hop on the bottom. Now we see all art forms as having similar value but different focuses. Likewise, we now include in our definition of “arts” such art forms as crafts, ethnic, traditional, popular, design and electronic or digital arts.

“Culture” is most often defined in anthropological terms. A standard textbook definition is:

The system of shared beliefs, values, customs, behaviours, and artifacts that the members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning.

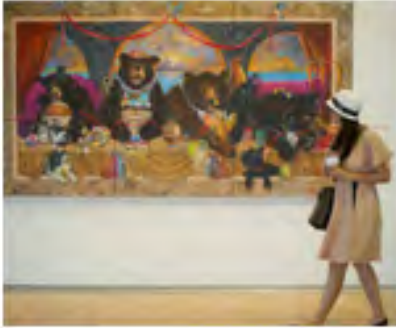
(Bates and Plog, “Cultural Anthropology,” McGraw Hill, 1990)



This is not only a very broad definition, but also one that extends far beyond the boundaries of even an expansive definition of the arts and creativity. The field of arts and culture draws an indistinct circle around its central territory of the arts, and acknowledges other cultural expressions on a case-by-case basis. Community context is one useful key. For example, Charlotte, North Carolina, is the historic and regional home of stock car racing and the NASCAR circuit. Charlotte views this racing as a cultural form and offers tours and events celebrating the races, racing history, and the community's "racing culture." San José, California is acknowledged as the world's leading high-tech center, and this has created a special relationship with arts and culture in Silicon Valley. This is explored and celebrated in many ways, through such expressions as the ZERO1 Biennial of digital creativity.



The Community's Vision for Cultural Development



Tempe has a history of setting and achieving cultural aspirations. For example, in 1957, ASU commissioned architect Frank Lloyd Wright to design the Gammage Auditorium and created the region's most important arts presenting program. Tempe's audiences have encouraged and supported nationally and internationally prominent artists since 1964 in that venue. Tempe has also had a vibrant music scene, centered on Mill Avenue, beginning in the 1970s and contributing to the development and success of many bands. In 1996, the City created a strategic plan for the arts that led to a successful 2000 voter initiative to institute the Arts Tax and fund development of the Tempe Center for the Arts, an architecturally beautiful and state-of-the-art cultural facility.

It is clear from this planning process that Tempe now has a new level of vision or aspiration, one that builds on past achievements and recognizes the current and future possibilities of the current civic environment. Perhaps the defining feature of this new vision is community engagement and the desire for elements of the community—citizens, artists, the business community, City government, the University, schools and others—to come together in building the cultural life of the community to the next iteration of richness.

This vision statement presents the community's definition of success for this next phase of cultural development.

Tempe has ignited a cultural renaissance centered downtown and spreading throughout all neighborhoods of the city. Enlightening and enlivening arts and culture are part of the daily experience of residents, workers, students, and visitors. Citizens have ample opportunities to participate, co-create, learn and appreciate. There is a continuum of inclusive arts experiences for people of all ages and backgrounds. Tempe is recognized as a welcoming and supportive place for artists as well as community creativity in all its forms. Signature events celebrate creativity at the highest levels, drawing visitors as well as regional and national attention.

The Plan: Recommendations

There are six focus areas in the Tempe Arts and Culture Plan. Each contains recommendations for fulfilling the community's vision for cultural development.

1. Arts Programming Throughout the Community
2. Tempe Center for the Arts
3. Artists and Arts Organizations
4. Diversity and Inclusion
5. Governance of the Arts
6. Sustainable Funding



1. Arts Programming Throughout the Community

A hallmark of community engagement for the Tempe Arts and Culture Plan was a consistent message favoring arts and cultural experiences throughout daily life. While Tempeans value and support conventional performances and museum attendance, they now seek more experiences that do not require showing up for a scheduled curtain time, but can be incorporated into everyday activities, such as going to the shopping center or riding the bus. This is consistent with national trends of change in the ways in which people participate in their cultural interests. Technology is a key factor, bringing cultural experiences to the mobile phone, for example, and enabling instant, on-demand programming. People, especially younger people, prefer to curate their own cultural experiences, rather than, say, subscribing to the symphony and allowing a music director to determine what, when and how they will experience music. People also increasingly seek interactive, participatory experiences. The National Endowment for the Arts has documented a decades-long rise in personal participation in the arts, through activities such as singing in a choir, making crafts, and taking photographs. However, attendance at conventional performances and institutions has remained flat. These trends illustrate America's increased personal engagement with creative expression but they also require changes in the ways in which arts organizations and cities provide cultural programming to their audiences. This means different types of programming, offered at different venues, and incorporating different ways to engage.

Tempeans highly value the arts and participate at very high levels. Their demand to increase the creative richness of their everyday experience does not negate their desire to attend concerts, performances, lectures, readings and exhibits. Rather, this desire is best viewed as an invitation for more of the community to become involved in the creation, presentation and interpretation of creative expression in Tempe.

Citizens express the desire for better access to information about arts and cultural offerings in the community. Despite the multitude of events and activities, people have difficulty in consistently locating things that interest them and often miss opportunities that have passed because they were not aware of them. As discussed above, this is a common problem among US cities and it is a challenge to overcome the "noise" of many competing

marketing messages in people's lives. Tempe clearly needs a comprehensive marketing program to connect its residents, workers and visitors with their cultural interests. This would have the added benefit of strengthening the organizations and businesses providing events and activities. Many other cities have addressed this challenge. The most successful programs include several essential elements:

- A comprehensive arts and event marketing website, such as the Artsopolis platform (<http://www.artsopolisnetwork.com>), the “Philly Fun Guide” (www.phillyfunguide.com), and the CNY Arts Calendar (<http://gotocnyarts.org>). Partnerships are formed with the existing arts calendars; in Tempe this might include the Tempe Tourism Office’s tempetourism.com and other local arts marketing efforts. These websites become the primary “backbone” of information in their regions. Some serve as the event database for local/regional newspapers for instance as well as tourism and visitors bureaus. Also, these platforms extend far beyond advertising ticketed arts events. They take a broad view of “arts and culture,” extending to commercial, community, educational, amateur and even sports activities. They can also provide listings for space rentals.
- A mobile application and robust social media to accompany the online listings.
- Themed programming. Convening interested organizations, venues and agencies can identify a shared theme for a month or a year. Participants—arts organizations, creative businesses, restaurants, venues, artists—are encouraged to align their programming and co-market it under the themed banner. In Tempe, themed programming could be initiated through the recommended Signature Festival (see Recommendation 1.3.).
- Cross-promotions, such as restaurant tie-ins, ticket samplers, discounts and contests.
- Earned revenue services, such as a box office service, advertising program, and other fee-based services to help fund the marketing program over time.

Arts Programming Throughout the Community Recommendations

- 1.1. Increase and promote Community-Initiated Arts projects, building on the Neighborhood Grants Program, to encourage artists, residents, and neighborhoods to develop and provide activities in community settings throughout Tempe. Expand and promote the existing Neighborhood Grants Program to encompass more diverse projects, such as performing arts activities, arts education in community settings, and activities in South Tempe. Create a Neighborhood Arts Catalogue of juried visual and performing artists available to perform or exhibit in community settings. Promote Community-Initiated Arts projects through publicity, cross-marketing efforts and encouraging collaborations.
- 1.2. Collaborate with ASU in developing its Works Progress Arizona (WPA) initiative. The University's Herberger Institute for Design and the Arts is developing a program in which student teams will work on semester-long projects in community settings. The City should collaborate with ASU to place and facilitate student teams in Tempe.
- 1.3. Create a communitywide signature festival of the arts and creativity. Develop a collaborative and themed festival that incorporates the Tempe Center for the Arts, ASU, music venues in the community, community-initiated events, and other activities. The festival can combine a schedule of curated, high profile events with a "fringe festival" schedule of self-curated events and activities. ASU's WPA program can be incorporated into this festival.
- 1.4. Support expansion of Tempe's live music scene. Re-energize Tempe's live music scene through efforts to encourage and facilitate development of music venues, ongoing promotion of live music events, and inclusion of local live music in the signature festival. The community defines a desirable live music scene as one that encourages and supports local bands and musicians, provides diverse music that is both loud and acoustic, and takes place in venues that include non-alcoholic and family friendly settings.

- 1.5. Convene an arts education collaboration that includes the school districts, the City, ASU and arts educators. Building on Tempe's new education coordinator position, convene leaders from the school districts, ASU, arts education leaders, and other stakeholders to explore ways to strengthen arts education in and out of school time. Potential areas of interest are professional development for arts educators, sharing information, facilitating access to arts education experiences in the community, advocacy regarding the value of arts education, and grants.
- 1.6. Continue and enhance informal arts programming provided in community settings, such as the History Museum, the Library, parks, neighborhoods, shopping centers, etc.
- 1.7. Develop a comprehensive, communitywide arts and cultural marketing program.



2. Tempe Center for the Arts

The Tempe Center for the Arts is an extraordinary community asset and an architectural gem. It also represents the collective vision and will of the community to develop and fund a cultural facility that serves as an aesthetic showcase and a venue for intimate arts experiences. The TCA has a 600-seat proscenium theater, a 200-seat studio theater, the Gallery at TCA, the Lakeside event room, and additional associated spaces (sculpture garden, Barbara J. Carter Lounge, rooftop terrace, lobby, administrative offices). It has excellent technical capabilities.

The TCA was funded by the 2000 voter initiative that enacted an Arts Tax, a tenth-of-a-cent sales tax augmentation for twenty years. Arts Tax revenue funds the debt service on construction of the facility and subsidizes its operating expenses.

As the TCA approaches the sunset of the Arts Tax in 2020, it is necessary to revisit not only its financing but also its mission. This is a critical issue to be addressed as a part of the Tempe Arts and Culture Plan at this time. Decisions regarding the future of the TCA are to be informed by the community's vision and need for the arts, as developed for this plan. Financing issues are addressed in the Sustainable Arts Funding section (page 47).

As to purpose, the TCA was originally conceived as a venue for arts organizations in Tempe and was sized at a relatively small scale for their use. This policy has had mixed success. Childsplay, the nationally prominent children's theater company based in Tempe, is the principle resident organization and has thrived during its tenure in the TCA. It provides programs about 33 weeks per year total in both theaters and serves the TCA's largest single audience of about 76,000. A range of other community-based Tempe groups also perform at the TCA, encompassing relatively few additional dates and drawing much smaller attendance. One of the theatrical organizations originally intended to perform at the TCA has gone out of business.

The community's original desires for the TCA were unambiguously expressed throughout the planning process and have been documented in two prior surveys: a telephone survey of residents and a survey of

community leaders. However, now, Tempeans would like a broader range of performances and events at the TCA and, in particular, offerings that reflect the range of tastes of all of Tempe's people. However, the policy for management and use of the TCA has remained focused on use by local organizations, including revenue generation through non-arts events such as weddings and corporate events. Clearly it is time to rebalance the use of this facility to meet the varied cultural interests of all Tempe's citizens. In this way, the facility will remain vital to the community, inviting greater community support through increased public use. It will also better serve as a community meeting ground, while fulfilling its physical design as a small-scale "culture palace" and showcase for the arts.

Tempe Center for the Arts Recommendations

- 2.1. Revise the mission and usage priorities of the TCA to favor meeting the cultural interests of all Tempeans. The fundamental policy shift is to refocus the use of the building first on the varied cultural interests of Tempe's residents, workers and visitors. This is not intended to displace Childsplay; that uses 32% of the year in either the studio or the theater leaving 68% of the space available for other use. However, scheduling Childsplay and other local organizations must be balanced in a practical manner with the need to meet other community interests. Also, the use of other facilities and spaces should be considered where schedule conflicts exist.
- 2.2. Expand the TCA's presenting program and provide a range of offerings that meet the interests of diverse audiences. Understanding the range of interests and tastes of Tempe's population will require time, research and experimentation. Audience development takes sustained effort. This will require a fund of risk capital for presenting that will permit a multi-year time developmental period for the presenting program. It will also require marketing and promotion that effectively informs the community about what is available and invites all segments of the community into the building with appropriate programming and activities. Presenting can be supported when appropriate by sponsorships.

- 2.3. Expand co-productions, rentals and collaborations that engage community partners in the effort to meet the diverse interests of Tempeans. Programming experiments have suggested that producers in the community have excellent programming ideas and audience relationships that can fill the theaters with new attendees. This approach should be welcomed and encouraged by seeking out and cultivating relationships with individuals and organizations that produce cultural programming. ASU Gammage and other elements of the University should be encouraged to partner in cultural programming.



3. Artists and Arts Organizations

At the center of any thriving arts community are the artists who create the art and the arts and cultural institutions that present their work. Sustaining and nurturing these artists and institutions is an essential role of any local arts agency. Tempe has provided this support in one form or another for more than 30 years. Tempe has articulated a strong policy toward such support in its General Plan 2040, which outlines certain key objectives:

- Maintain a strong commitment to advance Tempe as a vibrant and progressive community for cultural and artistic activity.
- Continue to collaborate with the community partners, neighborhoods, artists, cultural groups, educational institutions and other entities.
- Enhance the diversity of art, library and cultural amenities and collections that educate and enrich the community.
- Encourage incorporation of public art into major public and private projects to enhance the city’s community character as well as the built environment.
- Encourage the continuation and expansion of innovative arts, cultural and library programming that further enriches the community.
- Ensure access to arts, library and cultural amenities to benefit the entire community, including residents, businesses, visitors and tourists.
- Protect and promote artistic expression and cultural awareness to bring people together to celebrate diverse traditions that strengthen Tempe’s sense of community and place.
- Utilize technologies to promote greater access, build public awareness and encourage participation in arts, cultural and library activities

Grants Program

Grants are the primary vehicle by which cities provide support for artists and cultural organizations. The City of Tempe currently has four grants programs:

- 1) Mini Grants: which provide a maximum of \$500 that must be matched. Applications for this funding are open at any time during the year. Proposals are reviewed and approved by staff. The City provides between two and ten of these grants per year.

They often are awarded to schools, but the schools have difficulty meeting the matching requirements.

- 2) Project Grants: have an \$8,000 maximum. These grants are reviewed by a peer panel that makes recommendations to the Municipal Arts Commission. Most Tempe organizations apply in this category, although they are not really project grants because the “project” generally is their entire season, usually at the TCA. The City should consider a separate grant category for organizations that do their entire season at the TCA (including Drum and Bugle, Lakeshore Music and Tempe Wind Ensemble).
- 3) Organizational Grants: the maximum grant is 10% of the organization’s previous year’s revenues. Criteria are that the organization be Tempe-based and must have been in operation for three years or more. Applications are reviewed by peer panels. Historically, Childsplay has been the major recipient in this category and this organization has received approximately \$50,000 annually for the last decade (its annual budget is more than \$2 million.)
- 4) Neighborhood Grants: Neighborhood groups are eligible to apply for a maximum of \$10,000 for community-based projects, such as public art for neighborhood enhancement or identity.

Arts grants totaled \$150,000 in fiscal year 2014/15. While these grants are undoubtedly helpful to the recipient organizations, they are minimally impactful, averaging just \$7,900 per applicant. If the City wants to do more than allow organizations to continue their current level of programming, it should increase available funding to permit organizational growth and development. In addition, the City currently does not provide funding for organizational advancement. Investments in capacity building in the form of technical assistance, such as fundraising, marketing, leadership development, and artistic innovation could pay significant dividends in promoting the growth and stability of Tempe’s arts and cultural organizations.

Grants Program Recommendations

- 3.1. The City should double its Arts Grants funding to \$300,000 over the next three years and consider further expansion of total funding and changes in the funding categories and criteria as the needs of the arts and cultural community evolve.
- 3.2. The City should create a capacity building grants program as a category of its Arts Grants to support the growth and development of local arts and cultural organizations.

Direct Support Services for Artists

While most local arts agencies do not provide direct funding to individual artists, there are certain activities the City can do to support individual artists. Individual artists are, in fact, small businesses, hopefully profit-making. However, traditional arts training does not include courses that prepare artists for the business aspects of their profession, such as marketing, accounting, contracting, insurance and liability, government regulations, etc. In many instances, the local arts agency provides technical assistance, often called professional practices training, to individual artists in the form of workshops, seminars and conferences. Another thing artists need is information—on available grants, commissions, auditions, exhibitions and performance opportunities, affordable spaces and other professional activities. The City could act as a clearinghouse for such information.

Direct Support Services for Artists Recommendations

- 3.3. The City should develop a list of technical assistance resources for individual artists in the form of workshops, seminars and other professional development programs.
- 3.4. The City should create a clearinghouse of information relating to the professional needs of artists.
- 3.5 The city should provide an artist incubator space to allow emerging artists to rehearse, create art and collaborate with peers.

Public Art

In 1988, the Tempe City Council adopted an ordinance mandating that one percent of the total value of certain City Capital Improvement Projects be allocated for the purchase or commissioning of public art. In doing so, it joined hundreds of other American municipalities in recognizing the role that public art can play in enhancing the built environment. In recent years, the City has partially suspended this requirement as a response to the economic downturn. The original ordinance established the Municipal Arts Fund, which is a holding account for the public art program.

Since 1991, the City has required that private development in Tempe must meet minimum aesthetic standards by the inclusion of public art in the projects. The requirement is intended to ensure that new development within the city display high quality design. The Art in Private Development (AIPD) ordinance requires developers of large commercial or office spaces to invest in artworks for their properties or contribute to Tempe Municipal Arts Fund. Projects over 50,000 square feet trigger a requirement of 44 cents per square foot, including an in lieu option. This requirement does not apply to industrial or residential development. Over the past decade, the largest new projects have been mixed use developments that are not required to contribute to Art in Private Development. Tempe has 80 artworks installed under this program, with 11 developers opting to make an in lieu contribution. Currently, there are 16 additional projects underway.

Tempe's General Plan makes a strong case for public art: "Tempe derives significant economic benefit from being a vital cultural community with strong support of public art..." It goes on to state: "Tempe has cultivated a diverse collection of temporary and permanent Public Art that complements the natural and built environment. Tempe Public Art pieces are incorporated throughout the City including streetscape and pathway enhancements, transit facilities, public buildings, parks and other public spaces."

Placement of art in public places also enjoys strong support from the residents of Tempe. In the citizen survey conducted as part of this cultural planning effort, 48% of survey respondents identify supporting high quality public art projects as a City priority. As one survey participant said, "I value that Tempe is improving the arts in this community. I see public art popping up all over and I would love to see more!" In time, a sustained commitment to public art can transform the cityscape and can brand Tempe as a city of the arts.

While many worthwhile public art projects have been created over the years, the public art program falls short of its potential. The public art appears to be "one-off" projects that do not reflect an overall vision for the role that this program can play in the arts and cultural development of the city. Allocating resources to develop a public art master plan can be the vehicle for creating this vision. An important initial step toward this vision is to reinstate the public art requirement for all City capital projects. At the same time, the City should

increase the level of the allocation. Experience has shown that one percent for public art does not result in art that is commensurate in scale with the underlying capital projects. Most of the public art programs that have been created or updated by cities in the last decade have mandated two percent for public art. Likewise, the staff of the public art program should be supported by the City's general fund. Using the public art dollars for staffing reduces the impact of the public art projects.

There are other technical adjustments that should be made to the public art program to increase its value to and impact in the community. In Tempe, the art is often an “add-on” at the end of the capital projects. This can result in art that bears no relation to the site and adds little to the project or development. The art simply becomes costume jewelry for the buildings. Whenever possible, the selection of the project artist should be made concurrently with the selection of the project architect, or as soon as possible thereafter. This will ensure that the art is integrated into the project, both physically and conceptually. Another technical adjustment to the program would be the establishment of a maintenance endowment to guarantee that the artwork commissioned is maintained well. Deferred maintenance is the Achilles heel of public art; the City should not let this valuable resource deteriorate through lack of ongoing conservation.

There are numerous approaches to public art. Tempe has done an excellent job of placing small public art interventions in the neighborhoods through community-based initiatives. These efforts have engendered a sense of community pride and ownership. The City should consider a similar strategy when looking at the city as a whole. Tempe lacks any signature public art that becomes a symbol or iconic image of the city. It has no Arch like St. Louis or LOVE sculpture like Scottsdale, that is immediately associated with the locale. Work on this scale can best be achieved if the public art ordinance allows aggregating or pooling of the public art monies, so larger art project budgets are possible. At the same time, the program should continue to invest in small infrastructure projects, like bus shelters, sound walls and manhole covers, even crosswalks. These small-scale interventions weave the art into the fine grain detail of the city and can make the experience of the streetscape more interesting and engaging. Finally, the City should consider having an “on-call” artist who is available to various City departments—public

works, planning and transportation—where the artist can advise on aesthetic enhancements to small City projects.

Adjustments should also be made to the Art in Private Development program. Like the proposed increase in the percentage allocated for City projects, the requirement for AIPD should be increased. The purpose of an increase is to ensure that the scale of the public art is commensurate in scale to the overall project. As a convenience to the developers who may not wish to be involved in meeting this aesthetic requirement, the City should offer the developer the voluntary option of depositing with the City an equivalent amount, to be used for public art projects elsewhere in the city. This would encourage higher quality projects in private developments or, alternatively, encourage greater in lieu contributions that the City can use to support projects around the city. Currently, AIPD applies to certain larger scale commercial developments. The program should be expanded to include all commercial, industrial, mixed use and multi-unit residential developments. Naturally it would be appropriate to establish thresholds; a reasonable approach would be to maintain the 50,000 square feet threshold for commercial, industrial and mixed-use developments and twenty or more units for multi-residential developments. The requirement could be formulated to vary according to the size and scope of the project. Changes to the AIPD program should be discussed and finalized through a dialogue with developers convened by senior City staff. A reasonable goal for increasing the AIPD rate would be to raise it from the current 44 cents per square foot to one dollar per square foot, or to apply a commensurate percentage requirement.

**Public Art
Recommendations**

- 3.6. The City should develop a public art master plan, to provide an overall vision for the program and to identify key opportunities to integrate public art into the cityscape.
- 3.7. The City Council should lift the suspension of the percent for art requirement on City capital improvement projects, dedicating all amounts to the Municipal Arts Fund.
- 3.8. The City should increase the required allocation of the capital improvement projects budget from one percent to two percent, in order to create projects of appropriate scale.
- 3.9. Public art staff should be funded through the City's General Fund, rather than from the public art proceeds, in order to avoid diminishing the resources available for public art projects.
- 3.10. The City should develop a plan for the commissioning of one or more signature public artworks that will become iconic symbols of the city.
- 3.11. Efforts should be made to ensure early involvement of the artist in the design of City capital and private development projects, to accomplish integration of the art.
- 3.12. The City should consider having an "on-call" artist that can work with the City departments to identify opportunities and approaches to aesthetic enhancement of the cityscape.
- 3.13. The City should convene a working group of city planners, developers and design professionals to consider an increase in the Art in Private Development requirement to one dollar per square foot, or a equivalent percentage, and an annual increase equal to the percentage rise in the cost of construction.
- 3.14. The City should convene a working group of city planners, developers and design professionals to consider expanding the Art in Private Development Program to include all commercial, industrial, mixed-use and multi-unit residential developments that exceed certain established thresholds.

Cultural Facilities & Arts Districts

Artist Live-Work

One of the most significant challenges facing artists in Tempe is the availability of affordable live-work and studio space. As the cost of real estate and rents rise, artists find it increasingly difficult to secure space to live and produce their work. In 2014, Artspace, the nation's largest nonprofit real estate developer of arts-related projects, conducted a feasibility study for a potential project in Mesa that would include artist live/work, and spaces for arts organizations and creative businesses. The study assessed the demand in the entire Valley (Mesa, Phoenix, Scottsdale, Chandler, Gilbert, Glendale, Peoria and Avondale). Thirty-seven percent (37%) or 90 of the interested respondents reside in households that would currently qualify for subsidized housing, set aside for those at or below 60% of area median income (AMI). In addition, there were many interested artist households that would not qualify for an affordable housing funded project targeted for those earning 60% or below AMI, but would likely still find paying area market rate rents difficult, especially if they are renting additional work space. This indicates a market for housing targeted at artists earning between 60% and 120% of AMI.

The Artspace study revealed a strong need for spaces serving individual artists including live/work, ongoing studio and occasional studio rentals. While many respondents appear to be over-income for low-income housing, there remains a definitive market for space targeted to those earning 60% or below the area median income and moving forward with the Mesa project was highly recommended (the project is not underway at the present time).

Also, in this valley-wide artists live/work survey, Tempe was 3rd in terms of demand and the most desirable alternative location to Mesa, compared to other Valley cities.

Artists participating in the Tempe Arts and Culture Plan process expressed general agreement on the need for affordable studio space, performing arts and rehearsal space, and a co-working place for artists to collaborate and inspire one another.

Tempe artists also identified the industrial area in North Tempe between Curry and 202, and between McClintock and Scottsdale Road as one

potential for an artist live/work facility or arts district. They reported that sites south of the 60 Freeway (South Tempe) could work, but were concerned that artists living and working outside downtown would be distanced from the center of activity. Artists preferred multiple hubs or arts districts around the city and suggest that they be located on bus or bicycle routes. Schools that have been closed are often ideal sites for developing live/work, co-working, maker spaces and performance-rehearsal spaces (as has been done with Childsplay and the former Mitchell School). Twenty-eight percent of the survey respondents called for more “co-working or maker spaces.”

The City has recently updated its live-work regulations, recognizing that live/work is neither residential nor commercial. Artists report that there are fewer obstacles than before. The Planning Department has expressed a willingness to address these issues and facilitate this type of project.

Other Facilities, Venues and Districts

More extensive study of existing and potential cultural venues is needed. There is a readily apparent need for small performance and rehearsal spaces. Some have expressed the need for a municipal art gallery, in addition to the TCA Gallery, or an artist co-op gallery. There may be opportunities to more fully utilize the City’s 39 parks as arts spaces. Kiwanis Park, which has a stage, has been mentioned as a location that needs to be activated. Other sites include Hayden Square, the Amphitheater in Beach Park and the Flour Mill. Vacant storefronts in strip malls have been suggested as potential locations for “pop-up” galleries and performance venues, perhaps with tax breaks provided to property owners.

Considerable interest has been expressed in the development of arts and cultural districts. The Farmer Arts District is often mentioned but it is criticized as being more a restaurant and bar district, with scant arts presence. Many have expressed a desire for a district similar to Roosevelt Row in Phoenix.

Cultural Facilities & Arts Districts Recommendations

- 3.15. The City should develop a cultural facilities master plan to guide the development of diverse arts venues and districts. This plan should address the current and future needs of Tempe's arts organizations, beyond their use of the TCA, and explore new possibilities, such as the development of an artist district, an outdoor amphitheater, new music venues, and informal spaces downtown and in the parks. This exploration could be done in conjunction with the planning and development of Character Areas throughout the city.
- 3.16. The City should create a comprehensive inventory of existing and potential art spaces and cultural venues.
- 3.17. The City should continue to refine its zoning and permitting functions to support artists' space needs and to encourage developers to provide such spaces.
- 3.18. The City should explore development of an artists live/work project, perhaps working in partnership with a nonprofit developer.



4. Diversity and Inclusion

Tempe is a community that includes racial, social and economic diversity and is perhaps best distinguished by high levels of education; nearly one half of all Tempe's adults have a bachelor's degree. The presence of ASU contributes an international dimension to its population.

The City has a well-developed set of policies and programs devoted to diversity. The City's Diversity vision is "With diversity comes strength" and its mission is:

To promote a fair, equitable and accessible environment for the City of Tempe community and workforce. To educate through programming and celebrate through events Tempe's rich diversity.

As part of its ingrained and institutionalized commitment to diversity, Tempe recognizes and values the role that arts and culture play. The City's Diversity staff has convened an African American Advisory Committee, which has worked with the Tempe History Museum on its programs. Similarly there are programs fostering cultural diversity at the Library, the Tempe Center for the Arts, parks and many local arts organizations.

Planning participants commented on the potential for arts and culture to foster cultural understanding, celebrate and showcase cultural achievements, and bring the community of Tempe together through positive experiences. This is already taking place in Tempe's cultural events and activities but there is the potential for greater development of this powerful tool.

Diversity and Inclusion Recommendations

- 4.1. Increase diversity among members of the Tempe Municipal Arts Commission.
- 4.2. Create a diversity and inclusion committee of the Tempe Municipal Arts Commission to promote relevant programming, awareness and opportunities.
- 4.3. Promote Community-Initiated Arts projects that address diversity and inclusion.
- 4.4. Support the production of community festivals celebrating cultural diversity and explore a citywide multicultural festival, perhaps as part of the Signature Festival (see Recommendation 1.3.).
- 4.5. Increase culturally diverse programming at the Tempe Center for the Arts as part of the overall effort to serve the cultural interests all of Tempe's citizens.



5. Governance of the Arts

This focus area of the plan addresses the issues of governance and management of arts and culture within City government. It reviews the structure and staff of the City's arts and culture functions, the Tempe Municipal Arts Commission, the Friends of the Tempe Center for the Arts and the Development Review Commission.

Departmental Structure and City Staffing

The primary arts functions of the City are managed in one division within the Community Services Department: the Division of Library and Cultural Services which includes the Tempe Center for the Arts, the Tempe Library, Public Art and the History Museum. Other divisions within the department are Recreation Services and Kid Zone, a before and after school program.

While the current configuration has served the City to this point, current conditions and the implementation of this plan will require changes.

Currently, the arts and cultural functions are not managed by a professional arts administrator. Rather, they are managed by a library professional. Creation of a new Division of Arts and Culture under a departmental deputy director would have certain advantages:

- A higher level of professionalism and vision for the program
- Greater visibility and connection to the community and to the local arts agency field
- Specialized skills, particularly those related to realigning the TCA to serve a broader range of community interests

At the same time, arts functions and programs are scattered throughout the Department and to a certain extent, across the City. These include arts programming in the parks and recreation section, management of the Tempe History Museum and Public Art. Consolidation of these programs and activities under a separate division would be more efficient and better enable the implementation of a unified vision for arts and cultural development for Tempe.

Currently, one staff member has responsibility for managing both the grants programs and the public art programs. These programs require substantially

different skills and orientations. In many local arts agencies, the grants or program manager works with arts and cultural organizations that are primary stakeholders of the agency, monitors contracts for services, and in many agencies, oversees other initiatives of the agency (i.e., arts education, marketing, community and neighborhood programming, etc.). It is work that requires precision and attention to detail. By contrast, the public art coordinator works with artists, architects, private developers, other City department staff and community groups. The Public Art Coordinator also commissions art and acts as the facilitator among these disparate groups who often have differing agendas. It is complex work that requires specialized adaptability and problem-solving skills. It would be desirable for these functions to be separated in the departmental organizational structure.

Finally, as noted below in the Sustainable Arts Funding section of this report, the City could benefit from hiring an arts professional with fundraising skills, both to support the development of private sector support for the TCA and other City arts and cultural programs. This position should report to the proposed new Deputy Director for Arts and Culture.

Departmental Structure and City Staffing Recommendations

- 5.1. Create a new Division of Arts and Culture within the Community Services Department, separating the arts from the Library program.
- 5.2. Consolidate within the new Division of Arts and Culture all of the City's arts and cultural programs, facilities and activities.
- 5.3. Appoint a Deputy Director for Arts and Culture with a background in professional arts administration, to head this new Division.
- 5.4. Separate the grants and programs management functions from the public art administration functions and appoint staff with the appropriate qualifications to fill these redefined positions.
- 5.5. Hire staff or contract with a professional arts fundraiser, to develop private sector support for the TCA and other City arts programs and activities.

Tempe Municipal Arts Commission (TMAC)

The Tempe Municipal Arts Commission and the Municipal Arts Fund were established by a City Council resolution in 1987 and subsequently incorporated into the Municipal Code by ordinance in 1988. Under the Code, the Tempe Municipal Arts Commission has the following powers and duties:

- (1) To assist and advise the City Council, through the Community Services Department, in the development of a municipal arts plan and any sub-plans thereto;
- (2) To assist and advise the City Council, through the Community Services Department, in the establishment of essential policies, rules and regulations relating to the presentation, acquisition, disposition, maintenance, use, care and promotion of public arts within the city;
- (3) To recommend to the City Council, through the Community Services Department, a yearly update to the municipal arts plan based upon projected revenues from the Municipal Arts Fund. Revenue projections will be supplied to the Commission by the City's Community Services Director. The plan will include recommended programs and activities, as well as proposed sites for placement of public art and estimated cost of purchases for each site. The plan will be updated annually in conjunction with the City's annual budget process;
- (4) To recommend to the City Council, through the Community Services Department, a method or methods of selecting and commissioning artists; and
- (5) To recommend to the City Council, through the Community Services Department, the selection and commissioning of artists for the placement of works of art on public sites approved by the City Council. Recommendations will include estimates of all costs, including any operational and maintenance costs.

These duties fall into two general categories: grants and public art. However, paragraph (3) would appear to empower the Commission to recommend arts and cultural programs and activities that may go beyond grants and public art. Discussions with members of the Commission suggest that they feel that their role has been limited and they do not feel empowered to advise the City on the full range of arts and culture-related activities and programs. They report that their role in reviewing and approving funding recommendations was removed. Some have reported that they have never had an opportunity to develop an arts vision for the community with related goals, since larger issues are never on the TMAC agenda. The strongest opinions expressed

the view that TMAC is underutilized, without purpose, merely “rubber stamping” matters brought forward by staff.

It is useful to examine best practices in understanding the respective and appropriate roles and qualifications in arts and cultural development by three key entities: the City Council, the Arts Commission and peer review panels:

City Council:

- Role:
 - Appoints Commission
 - Allocates budget
 - Approves policies and program guidelines
 - Authorizes contracts
 - Responds to citizen concerns
- Qualifications:
 - City resident
 - Overall vision for the City
 - Election by the citizens

Arts Commission:

- Role:
 - Articulates vision for arts/cultural development
 - Recommends policy and program guidelines to City Council
 - Oversees program implementation
 - Recommends contracts for services, public art, etc.
 - Ensures appropriate citizen participation
- Qualifications:
 - City resident
 - Civically engaged
 - Passionate about the arts
 - General knowledge about the arts

Peer Panels:

- Role:
 - Reviews grant applications, public art proposals
 - Conducts aesthetic and quality review
 - Recommends artist/arts groups for grants or commissioning
- Qualifications:
 - City residency not required
 - Passionate about the arts
 - Deep knowledge about one or more arts disciplines
 - Willingness to objectively evaluate grant applications, public art proposals, etc.

Tempe Municipal Arts Commission (Arts and Culture Commission) Recommendations

- 5.6. Clarify the respective roles of the City Council, the Commission and peer review panels.
- 5.7. Rename TMAC as the Tempe Arts and Culture Commission and establish specific qualifications for membership on the Commission and on peer review panels, reflecting the recommendations of this plan.
- 5.8. Develop a broader mandate for the Commission that includes recommending policy to the City Council, and convening of the arts stakeholders and partners to explore critical issues relating to Tempe's arts and cultural development (i.e., arts education and lifelong learning, creative placemaking, access and cultural equity, cultural facilities, etc.).
- 5.9. Conduct an annual retreat of the Arts and Culture Commission to establish or affirm the Commission's vision, goals and objectives, in preparing the annual Municipal Arts Plan.
- 5.10. Establish a practice of periodic (at least quarterly) agendizing of a significant issue in cultural development for Arts Commission discussion, and periodic updates on progress toward implementation of the Tempe Arts and Culture Plan.
- 5.11. Develop Commission meeting agendas by consultation between the Commission chair and staff.
- 5.12. Reinstate ability of the Commission to form subcommittees to allow for exploration of arts and cultural issues in greater depth.

Friends of the Tempe Center for the Arts

The Friends of the Tempe Center for the Arts, now also called the TCA Foundation, was formed out of the original group of citizens who helped lead the advocacy campaign for the 2000 Arts Tax voter initiative. Because of their history with the TCA, some members have great ownership and knowledge about the origin of the facility and its contribution to the community. They also raise funds that primarily help local arts organizations defray the costs of using the TCA. However, the body was never officially designated as the governing board of the facility and, with the passage of time and changing circumstances surrounding the TCA, this group has experienced a shift in its role and authority. Newer and long-standing members now acknowledge the vagueness of the role of the Friends and its

relatively modest fundraising effectiveness. The group believes that it needs renewed clarity of its role with Council and the TCA staff.

This plan calls for a significant range of changes in the policies, programming, financing and governance of the TCA. It is appropriate to reevaluate the role of the Friends of the TCA in light of the recommended changes. Under the recommendations of this plan, the TCA will shift its priorities to serve the diverse cultural interests of Tempe's entire population, expand presenting and collaborative programming, restructure its staff within a newly formed Division of Arts and Culture, create a fundraising program, appoint committee to explore the renewal of the Arts Tax, create an Arts Endowment (see Recommendation 6.3.), and expand its marketing. In addition to the departmental and staff restructuring, it is also recommended that the Tempe Municipal Arts Commission expand its role and authority and be renamed as the Tempe Arts and Culture Commission, assuming the overall advisory and governance role for the City's arts and cultural functions. Since the Friends of the TCA have focused their energies on both an advisory and fundraising role, there is potential duplication of efforts. Friends of the TCA include passionate, committed and longstanding leaders in the cultural community, who deserve the City's acknowledgement and thanks for their role in creating the TCA as an exemplary municipal cultural facility and advancing it to its current evolution. However, their collective role and effectiveness has diminished and it is in the best interests of the TCA and better fulfills the community's cultural vision to consolidate governance and fundraising in the new City structure. The Friends of the TCA should form a committee to engage in a dialogue with senior City staff and determine what role they should take in arts leadership.

**Friends of the Tempe Center for the Arts
Recommendation**

5.13. The Friends of the Tempe Center for the Arts should begin a dialogue with senior City staff to determine an appropriate role in arts leadership, given the changes called for in this plan and the challenges experienced by the Friends in recent years.

Design Review Commission

One of the hallmarks of a great city is the attention it pays to the cityscape as a whole. Another is the effort toward creative placemaking by encouraging the best quality design in the built environment. Many cities accomplish this through a robust aesthetic review of proposed projects by an effective Design Review Commission. At one time, Tempe had a strong Design Review Commission, but it has been merged with the Commission that focuses on land use. This no doubt achieved some efficiency in the permitting process and certainly there is an inherent relationship between design and land use. At the same time, many Tempe developers and architects feel that land use discussions tend to dominate, with insufficient attention given to quality design under the current system. Rigorous discussion of design principles, incorporated into the permitting process, can help make public spaces great. As one developer put it, “There are two ways in which people use a building. Some go inside and use it—many more pass by and engage with it indirectly. We need to address this second use more, by providing uniqueness and quality for the pedestrian experience.” The design review process should reflect this. Rather than just evaluating the building itself, the surrounding context and the impact on the cityscape must be considered.

Local design professionals report that in Tempe, planners have been reduced to plan checkers: does the project meet the minimum standards? City planning reviews one building at a time. They have little flexibility in focusing on creating great streets. Phoenix and Mesa have developed a form-based code that provides more detailed guidance to designers. Likewise, at ASU, attention is devoted to creating great places. One strategy to address these placemaking issues might be to conduct an ongoing series of roundtable discussions or symposia involving City planners and ASU design professionals on issues relating to civic design in Tempe.

Design Review Commission Recommendations

- 5.14. Convene a working group of city planners, design professionals and developers to consider ways of focusing greater attention on quality design and creative placemaking, such as separating the design review process from the land use and permitting process.
- 5.15. Conduct an ongoing series of roundtable discussions or symposia involving City planners and ASU design professionals on issues relating to civic design in Tempe, to elevate the consideration of these issues in the design review process.



6. Sustainable Arts Funding

The City of Tempe is facing major changes in its arts funding in the next five years and needs to identify sustainable funding sources to accommodate those changes, to maintain current programs and to implement this plan. There are now two primary City arts funding sources, the Municipal Arts Fund, which is based on a portion of the City’s capital improvement projects budget and the Performing Arts Fund, which receives revenues from the Arts Tax.

The Municipal Arts Fund receives 1% of the City’s total Capital Improvement Projects budget (CIP) and is dedicated to “advancing art in all its forms for the benefit of the public.” In recent years, this requirement was suspended except for CIP amounts related to wastewater treatment. The Fund is also the beneficiary of occasional in lieu fees paid by private developers under the provisions of the City’s Art in Private Development ordinance. The City’s annual contributions to the Municipal Arts Fund in recent years have ranged from approximately \$103,000 to a projected amount of \$215,000 in 2017/18. However, expenses in the Municipal Arts Fund are \$903,000 in the current year and in 2015/16, so the fund balance has been declining and is projected to move into a deficit position in 2016/17.

Reinstating the 1% requirement on the City’s total Capital Improvement Budget would more than double monies dedicated to the Municipal Arts Funds during the next three fiscal years, according to current projections. It is also recommended that the contribution rate be increased to 2% of the total Capital Improvement budget in the next fiscal year.

Projected Revenues to Municipal Arts Fund

Based on 1% of Capital Improvement Budget

	2015/16	2016/17	2017/18
1% of Water Fund*	218,600	305,623	283,451
1% of Transit Fund	64,519	47,208	50,302
1% of General Fund	206,932	264,302	234,542
Total	490,051	617,134	568,295

*Amounts flowing to the Municipal Arts Fund under the current, restricted application of the 1% ordinance.

One of the key issues driving the development of this plan arises from the fact that the Arts Tax that supports the Tempe Center for the Arts sunsets in 2020. This tax revenue stream is derived from the dedication of one tenth of

one cent of the City's sales tax, and was authorized by Tempe's voters in 2000. At the time, voters were assured that the tax would no longer be required once the bonds were retired. The Arts Tax generates about \$6.9 million annually to the Performing Arts Fund. Currently the revenues from this source are dedicated to TCA, paying for debt incurred during construction of the facility and for annual operating expenses. Under its current policies and operations, the TCA also generates between \$700,000 and \$900,000 per year in operating revenues. Total revenues to the Performing Arts Fund are projected to increase from about \$7 million to \$9 million through its termination in 2020.

The Performing Arts Fund has been sufficient to cover TCA expenses and forestall a subsidy by the City from its general fund. However, after the Performing Arts Tax sunsets in 2020, the City's annual general fund subsidy will be approximately \$2.5 to \$3 million.

Discussions are underway concerning the possibility of returning to the voters for renewal of the Arts Tax prior to its expiration in 2020. Some have expressed concern that the citizens might be reluctant to support such a measure, given the promise made at the time of the original campaign that the Tempe Center for the Arts would become financially sustainable. One suggestion has been to seek authorization at a lower level than one tenth of a cent, but this seems counter-productive given the goal of sustainability in arts funding. This goal can be better met by renewing at the full tenth of a cent and dedicating it to all arts expenditures, not only those related to the Tempe Center for the Arts. An additional possibility is to assign a portion of revenues from a renewed Arts Tax to an endowment or reserve fund. In fact, the City has already created precedent for this approach through a development agreement with Northern Trust, under which the bank will contribute amounts over a period of time to an Arts Endowment. Such an endowment could be dedicated to the TCA, including its capital maintenance and improvement, as well as for the community's total arts needs generally. If the Arts Tax is reauthorized, the City should consider the option of dedicating one-half or more of the revenues to an Arts Endowment. Over a 20-year period, this endowment could grow to more than \$100 million (at an estimated \$5 million per year plus compounded interest), which would then generate approximately \$5 million annually as a reliable operating subsidy for the TCA and relieving the City's General Fund. It may also be wise to

dedicate a portion of such an endowment to provide for ongoing maintenance and improvements for the TCA. The remaining revenues could be used to close the gap in the TCA's operations, with enough additional revenues to underwrite other City arts and cultural programs throughout the community.

Such an endowment has been successfully implemented by 4Culture, the designated local arts agency in King County, (Seattle), Washington. 4Culture set aside 40% of its dedicated Lodging Tax revenues to an endowment during the period 2001 to 2012.

At the same time, the City should develop the fundraising capacity of the TCA to secure private sector philanthropy from individuals, corporations and foundations. This will require an investment in new TCA staff with the requisite skills. Part of the fund development effort could include the sale of naming rights at the TCA to augment an Arts Endowment. A useful model for such an effort is the City of Thousand Oaks that has created a substantial endowment for its performing arts center through a naming campaign.

Renewal of the Arts Tax will necessitate a community-led advocacy campaign to ensure reauthorization by the residents. The City should begin to identify a citizen advisory group to lead the advocacy effort. One place to begin would be the formation of a Business Committee for the Arts in Tempe.

The results from the citizen survey conducted as part of this planning process suggest that Tempe residents might be amenable to this strategy. Forty-eight percent of residents said: "the City should fully support and expand arts and cultural activities." Another 39% of residents said: "the City should play a major part in supporting and expanding arts and cultural activities." Thus, an extraordinarily high 87% of Tempe residents recognize and support the City's role in funding the arts and providing cultural services. When TCA conducted a survey of community leaders in 2013, the following views were expressed:

- Two thirds of the community leaders surveyed support maintaining the present funding system for the TCA rather than finding an alternative funding source.
- By a four-to-one margin, Tempe community leaders favor extending the Arts Tax permanently over eliminating the Arts Tax and making the TCA self-funding.

There are several funding recommendations already discussed in the Public Art section of the Artists and Arts Organizations chapter of this plan. These recommendations would provide an additional ongoing source of funding for the arts and are cross-referenced here.

Sustainable Arts Funding Recommendations

- 6.1. Submit the reauthorization of the Arts Tax to the voters of Tempe in advance of its sunset in 2020.
- 6.2. Create a community-led citizen advocacy committee to spearhead the Arts Tax reauthorization effort.
- 6.3. Create an Arts Endowment that will provide support for the operations of Tempe Center for the Arts and for other City arts programs and initiatives.
- 6.4. When reauthorized, consider devoting approximately one half of the Arts Tax proceeds to building the Arts Endowment.
- 6.5. Initiate a fundraising campaign focusing on the sale of naming rights for the Tempe Center for the Arts to build the Arts Endowment.
- 6.6. Create a Business Committee for the Arts, to provide leadership in the private sector in support of the City's arts and cultural development.

Cross-references:

- 3.6. The City Council should lift the suspension of the percent for art requirement on City capital improvement projects, dedicating all amounts to the Municipal Arts Fund.
- 3.13. The City should convene a working group of city planners, developers and design professionals to consider an increase in the Art in Private Development requirement to one dollar per square foot, or a equivalent percentage, and an annual increase equal to the percentage rise in the cost of construction.
- 3.14. The City should convene a working group of city planners, developers and design professionals to consider expanding the Art in Private Development Program to include all commercial, industrial, mixed-use and multi-unit residential developments that exceed certain established thresholds.
- 5.5. Hire staff or contract with a professional arts fundraiser, to develop private sector support for the TCA and other City arts programs and activities.

Implementation

Overview



The Tempe Arts and Culture Plan is a plan for the City as well as partners in the community. While the City will be the lead agency for most recommendations, it cannot fulfill the community's vision for cultural development without collaborative efforts from such others as Tempe Tourism, the Downtown Tempe Authority, the business community, ASU, schools, artists, arts organizations, and other groups. Indeed, these people and organizations were all involved in the creation of this plan and have already contributed to its content.

As the Sustainable Arts Funding section of the plan describes, funding for much of the plan will be provided by a combination of City funds, most notably the Municipal Arts Fund, Performing Arts Fund, and general funds. Additional non-City resources will be provided through a new development (fundraising) office for the arts, the formation of a Business Committee for the Arts, and fees for services and admissions. It is anticipated that some recommendations will attract private funding from area businesses, regional and national foundations, and federal government programs. Potential arts grant sources include the National Endowment for the Arts (in particular, the Art Place and Our Town programs), the Arizona Commission on the Arts, and private foundations. In fact, the development of this plan provides an excellent basis for grant proposals since it is grounded in the assessment of community needs and demonstrates increased public commitment to fulfilling those needs. Several of the recommendations (e.g., artists live/work, arts district, signature festival, expanded presenting, marketing program, etc.) will generate revenues as a part of their business models. Moreover, many of the recommendations involve partnerships and collaborations, which can bring non-City resources to shared initiatives, such as sponsorships, staff support, in-kind resources, and volunteers.

Long-term sustainable funding is to come in part from a recommended campaign to reauthorize the Arts Tax and set aside a portion of its revenues for an Arts Endowment. Through this recommendation, Tempe has an invaluable opportunity to financially secure its cultural future through its stewardship of public resources.

Nearly all of the recommendations in this plan can be initiated in the first three years of the plan, although fulfilling all or most of them will require a much longer and sustained effort.

It is anticipated that the Arts and Culture Commission recommended in this plan will be an implementation body that meets regularly to oversee progress towards fulfillment of the recommendations, and to provide assistance, advocacy and encouragement. In addition, the recommended Business Committee for the Arts, the recommended Arts Education Collaboration, staff and possibly a committee to campaign for reauthorization of the Arts Tax should assume roles in implementation.

The Implementation Grid provides details for each recommendation, identifying lead and partner agencies, start year, cost and funding sources. There is a list of abbreviations at the end of the grid.



Priorities

Certain areas of the plan resonated more strongly with the community during the vetting process of the draft plan. These priorities are a combination of starting points—actions that should be taken first—and longer-term actions that are regarded as important in absolute terms. The following is a list of priorities that can inform implementation efforts (note that they are not listed in any order of priority):

- Affordable artists live/work space, artists' incubator and an artists district(s) (3.5., 3.15. and 3.18.)
- Expansion of the public art program (3.6. – 3.14.)
- Expansion of the arts grants program (3.1.)
- Making arts funding more broadly available to neighborhood groups, individuals in the community and community-based organizations that provide arts programming (but are not themselves arts organizations) (1.1., 1.6., 3.1.)
- Enhancing programming at the Tempe Center for the Arts to better meet the cultural interests of all Tempeans, including increasing presentations (2.1. – 2.3.)
- Reauthorization of the Arts Tax (6.1. and 6.2.)
- Creation of a Business Committee for the Arts (6.6.)
- Enhancing urban design and architectural standards (5.14. and 5.15.)
- Creation of an Arts and Culture Division in City government (5.1. – 5.3.)

Implementation Grid

Tempe Arts and Culture Plan Implementation Table

No.	Recommendation	Lead Agency	Partner(s)	Start Year	Cost	Funding
1. Arts Programming Throughout the Community						
1.1.	Increase and promote Community-Initiated Arts projects	ACD		2015/16	\$50,000	TMAF
1.2.	Collaborate with ASU in its Works Progress Arizona (WPA) initiative.	ACD, HIDA	DTA, TCA, Schools, Recreation	2015/16	Allocation of staff time	
1.3.	Create a communitywide signature festival of the arts and creativity.	ACD	Tempe Tourism, ASU, Gammage, arts organizations, artists	2017/18	Estimated \$100,000 planning, first year; \$250,000 implementation second year	Shared expense of City, Tempe Tourism, ASU and Business Committee for the Arts
1.4.	Support expansion of Tempe's live music scene.	ACD	Planning Dept., DTA	2016/17	Allocation of staff time	
1.5.	Convene an arts education collaboration including the school districts, the City, ASU and arts educators.	ACD	Tempe Education Coordinator, schools, arts educators, ASU, HIDA, arts organizations	2016/17	Allocation of staff time	
1.6.	Continue and enhance informal arts programming provided in community settings.	ACD	Recreation, Library, artists, arts organizations, DTA	2015/16	\$50,000	TMAF, other City Dept. budgets
1.7.	Develop a comprehensive, communitywide arts and cultural marketing program.	ACD	Tempe Tourism, ASU, HIDA, TCA, arts organizations, artists	2016/17	\$150,000 first year for website development and staff; similar amount in following years for marketing costs and website maintenance	Shared expense of City, Tempe Tourism, ASU and Business Committee for the Arts; offset by income from box office fees, ad sales and other sales

Tempe Arts and Culture Plan Implementation Table

No.	Recommendation	Lead Agency	Partner(s)	Start Year	Cost	Funding
2. Tempe Center for the Arts						
2.1.	Revise the mission and usage priorities of the TCA to better meet the cultural interests of all Tempeans.	ACD, TCA	TCA users	2016/17	Allocation of staff time	
2.2.	Expand the TCA's presenting program.	ACD, TCA	Gammage	2016/17	\$350,000 annually for presenting risk capital	Performing Arts Fund, TCA fundraising, Business Committee for the Arts, sponsorships, etc.
2.3.	Expand co-productions, rentals and collaborations.	ACD, TCA	Producers in the community	2016/17	Allocation of staff time	
3. Support for Artists and Arts Organizations						
3.1.	Double its Arts Grants funding to \$300,000.	CC	ACD, ACC	2015/16	\$150,000	TMAF
3.2.	Create a capacity building grants program.	ACD	Arts organizations, ASU, ACA, other technical assistance providers	2016/17	\$75,000	TMAF
3.3.	Develop a list of technical assistance resources for individual artists.	ACD	Artists, ASU, ACA, other technical assistance providers	2016/17	\$75,000 cost to be absorbed in project budgets	TMAF
3.4.	Create a clearinghouse of information relating to the professional needs of artists.	ACD	ACC	2016/17	Allocation of staff time	
3.5.	Create an artist incubator space to allow emerging artists to rehearse, create art and collaborate with peers.	ACD	Library, nueBOX	2016/17	\$5,000 for trainers' fees	TMAF
3.6.	Develop a public art master plan.	CC	ACD, ACC	2016/17	\$75,000	TMAF

Tempe Arts and Culture Plan Implementation Table

No.	Recommendation	Lead Agency	Partner(s)	Start Year	Cost	Funding
3.7.	Reinstate the full percent for art requirement on City capital improvement projects.	CC	ACD, ACC	2015/16	Allocation of staff time	
3.8.	Increase the City's required public art allocation to 2%.	CC	ACD, ACC	2016/17	Allocation of staff time	
3.9.	Fund public art staff through the City's General Fund.	CC	ACD, ACC	2015/16	Allocation of staff time	
3.10.	Plan for the commissioning of one or more signature public artworks.	CC	ACD, ACC	2016/17	Allocation of staff time	
3.11.	Involve artists early in the design process of City capital and private development projects.	CC	ACD, ACC		Allocation of staff time	
3.12.	Create an "on-call" artist position available to all City departments.	CC	ACD, ACC	2016/17	\$75,000	TMAF, other City Dept. budgets
3.13.	Convene a working group of city planners, developers and design professionals to consider an increase in the Art in Private Development requirement to one dollar per square foot, and annual increases by a percentage equal to the percentage rise in the cost of construction.	CC	ACD, ACC, developers	2016/17	Allocation of staff time	
3.14.	Convene a working group of city planners, developers and design professionals to consider expanding the the Art in Private Development Program to include all commercial, industrial, mixed-use and multi-unit residential development that exceed certain established thresholds.	CC	ACD, ACC	2016/17	Allocation of staff time	
3.15.	Develop a cultural facilities master plan.	CC	ACD, ACC	2018/19	\$150,000	TMAF, Business Committee for the Arts
3.16.	Develop a comprehensive inventory of existing and potential art spaces and cultural venues.	ACD	Arts organizations, Gammage, live music venues, Planning	2016/17	Allocation of staff time	
3.17.	Refine zoning and permitting functions to support artists' space needs.	CC	ACD, Planning	2016/17	Allocation of staff time	
3.18.	Explore development of an artists' live/work project.	ACD	Planning	2018/19	\$25,000 cost of Artspace Feasibility	TMAF, Planning Dept., Business

Tempe Arts and Culture Plan Implementation Table

No.	Recommendation	Lead Agency	Partner(s)	Start Year	Cost	Funding
					Study; City costs TBD, often limited to donated land and some planning costs	Committee for the Arts
4. Diversity and Inclusion						
4.1.	Increase diversity among members of the Tempe Arts and Culture Commission.	ACC	ACD	2015/16	Allocation of staff time	
4.2.	Create a diversity and inclusion committee of the Tempe Arts and Culture Commission.	ACC	ACD	2015/16	Allocation of staff time	
4.3.	Promote Community-Initiated Arts projects that address diversity and inclusion.	ACD	ACC	2016/17	Allocation of staff time	
4.4.	Support community festivals celebrating cultural diversity and explore a citywide multicultural festival.	ACD	ACC	2016/17	\$100,000 for citywide festival	TMAF, fundraising, Business Committee for the Arts, ASU, other City Depts.
4.5.	Increase culturally diverse programming at the TCA.	ACD, TCA	ACC	2016/17	Allocation of staff time; programming cost included in 2.2., Presenting Risk Capital, above	
5. Governance of the Arts						
5.1.	Create a new Division of Arts and Culture within the Community Services Department.	CC	Community Services Dept.	2015/16	Allocation of staff time	
5.2.	Consolidate all of the arts and cultural programs, facilities and activities of the City within the new Division of Arts and Culture.	CC	Community Services Dept.	2015/16	Allocation of staff time	
5.3.	Appoint a professional arts administrator as Deputy Director for Arts and Culture.	CC	Community Services Dept.	2015/16	\$125,000	TMAF
5.4.	Separate the functions of grants and programs from public art.	CC	Community Services Dept.	2015/16	Allocation of staff time	
5.5.	Engage a professional arts fundraiser for the TCA and other City arts needs.	CC	ACD, TCA	2015/16	\$175,000 for salary plus part-time staff	TMAF

Tempe Arts and Culture Plan Implementation Table

No.	Recommendation	Lead Agency	Partner(s)	Start Year	Cost	Funding
					support	
5.6.	Clarify the roles of the City Council, the Commission and peer review panels.	CC	Community Services Dept., ACD, ACC	2015/16	Allocation of staff time	
5.7.	Rename TMAC as the Tempe Arts and Culture Commission and establish specific membership qualifications.	CC	Community Services Dept., ACD, ACC	2015/16	Allocation of staff time	
5.8.	Develop a broader mandate for the Arts and Culture Commission.	CC	Community Services Dept., ACD, ACC	2015/16	Allocation of staff time	
5.9.	Conduct an annual planning retreat of the Arts and Culture Commission.	ACD, ACC	TCA	2015/16	Allocation of staff time	
5.10.	Agendize a cultural development issue for regular Arts Commission discussion.	ACD, ACC	TCA	2015/16	Allocation of staff time	
5.11.	Develop Commission meeting agendas by consultation between the Commission chair and staff.	ACD, ACC		2015/16	Allocation of staff time	
5.12.	Reinstate ability of the Commission to form subcommittees.	CC	Community Services Dept., ACD, ACC	2015/16	Allocation of staff time	
5.13.	The Friends of the TCA should begin a dialogue with senior City staff to determine an appropriate role in arts leadership.	CC	Community Services Dept., ACD, ACC	2015/16	Allocation of staff time	
5.14.	Consider separating the design review process from the land use and permitting process.	CC	ACD, Planning		Allocation of staff time	
5.15.	Conduct an ongoing series of roundtable discussions on civic design issues in Tempe.	ACD, Planning	DRC, ACC, design community,	2015/16	Allocation of staff time	
6. Sustainable Arts Funding						
6.1.	Submit the reauthorization of the Arts Tax to the voters of Tempe in advance of its sunset in 2020.	CC	ACD, ACC	2018/19	Estimated campaign and voter education expenses of \$250,000 to \$1M	Private fundraising
6.2.	Create a community-led citizen advocacy committee to spearhead the Arts Tax reauthorization effort.	CC	ACD, ACC, TCA	2016/17	Allocation of staff time	

Tempe Arts and Culture Plan Implementation Table

No.	Recommendation	Lead Agency	Partner(s)	Start Year	Cost	Funding
6.3.	Create an Arts Endowment for the TCA and all other City arts needs.	CC	ACD, ACC	2015/16	Allocation of staff time	
6.4.	When reauthorized, consider devoting approximately one half of the Arts Tax proceeds to building the Arts Endowment.	CC	ACD, ACC	2020	Allocation of staff time	
6.5.	Initiate a fundraising campaign focusing on the sale of TCA naming rights to build the Arts Endowment.	CC	ACD, ACC, TCA	2015/16	Included in cost of 5.5., above	
6.6.	Create a Business Committee for the Arts, to provide private sector arts leadership and manage the endowment fund for the TCA.	CC	ACD, ACC, TCA	2015/16	Allocation of staff time	

Abbreviations

ACA	Arizona Commission on the Arts
ACC	Arts and Culture Commission (formerly TMAC)
ACD	Arts and Culture Division
ASU	Arizona State University
CC	City Council
DRC	Development Review Commission
DTA	Downtown Tempe Authority
HIDA	Herberger Institute for Design and the Arts
TCA	Tempe Center for the Arts