



**Community & Economic Development Division
Planning and Development Services**

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To: General Plan Update Citizen Review Committee 2020
From: Adam Yaron, Project Coordination Liaison
Through: Erin Perreault, AICP, Long Range Planning Director
CC: Randy Grant, Community & Economic Development Director
Dr. Gerd Wuestemann, President & CEO, Scottsdale Arts
Date: May 18, 2020
Re: Item 3: Draft General Plan 2035 – Section 2 - Character & Culture Chapter
Introduction and the Arts, Culture & Creative Community Element

This memorandum presents the General Plan Update Citizen Review Committee (CRC) with the Draft General Plan 2035 – Section 2 – Character & Culture Chapter Introduction as well as the Arts, Culture & Creative Community Element of the draft 2035 General Plan. (Pages 46 – 47 and 83 – 89)

BACKGROUND

The discussion provided below is a comparison of the 2001 General Plan to the Draft General Plan 2035 specific to – Section 2, Character & Culture Chapter Introduction and the Character & Design Element (Enclosure 1). Content that is not found in the Scottsdale General Plan 2001 but is included in the Draft 2035 General Plan by the General Plan Task Force, is noted in a darker BLUE color as “NEW”.

As part of the Citizen Review Committee Workplan – the CRC will be reviewing Enclosure 1 the version of the Task Force recommended Draft 2035 General Plan that includes supplemental comments provided by boards/commissions and citizens during community outreach that occurred between December 2014 and November 2017 (comments noted in **RED** also provided in matrix form in Enclosure 3). Additionally, the CRC will be considering input from a Technical Advisory Committee (TAC) comprised of City staff that reviewed and provided commentary on the plan between February and April of 2020 (comments provided in **GREEN** in Enclosure 1). The consideration given to TAC comments are also provided in matrix form (Enclosure 2).

INTRODUCTION

The arts are integral to Scottsdale’s character and history. In 1909, before a single street in Scottsdale was paved, and decades before Scottsdale was incorporated, Marjorie Thomas built her art studio at what is now the intersection of Indian School Road and Drinkwater Boulevard. In the years that followed, Scottsdale was “discovered” time and time again by artists, poets, and other creative individuals. In the 1990s, community members involved in the Scottsdale Visioning

process recognized the importance of arts and culture to Scottsdale, making it one of the Four Dominant Themes that define Scottsdale's unique characteristics.

Early in the General Plan 2014 process, the Task Force agreed to include an element focused on arts and culture in the General Plan to further highlight the importance of these resources to the community.

Scottsdale Arts (Previously Scottsdale Cultural Council)

Scottsdale has a strong tradition of public and private support for the arts. One of the first prominent arts actions by the community was the creation of the Scottsdale Festival for the Arts in 1971. The Festival has enjoyed more than 40 years of being one of the premier arts festivals in the country.

Considering the long history of arts in the community, it was natural, then that the City would found the Scottsdale Center for the Arts in 1974 (now called the Scottsdale Center for Performing Arts (SCPA) as part of the newly established Civic Center Mall. Soon after, in 1974, the non-profit Scottsdale Arts Center Association (SACA) was established, raising funds for Louise Nevelson's *Windows to the West* sculpture. A decade later in 1987, the Scottsdale Cultural Council (SCC) was incorporated to manage the Center for the Arts, the Civic Center Mall and Public Art, and the organization merged with SACA a year later. In 2016, SCC renamed itself as Scottsdale Arts. The mission of Scottsdale Arts has been to provide arts and culture for the City of Scottsdale through a renewable contract approved annually by the Scottsdale City Council.

In 1985, the City established a public art program with a 1% Ordinance for public art tied to new capital improvement projects. Over time, the City also passed a Cultural Improvement Projects ordinance for art in private development. These ordinances, taken together, have resulted in more than 100 public art projects throughout the City. Art in Public Places through the Fine Art Trust was established in 2000, after the citizens of Scottsdale passed a major bond improvement package. These funds give a scope and breadth to Scottsdale Public Art (SPA) – a branch of Scottsdale Arts, which has established its reputation as a unique and innovative national program. SPA undertakes temporary installations, events, and library exhibitions that are free to the public and enhance the experience of the arts, in addition to the traditional capital improvement projects.

In 1999, the City established the Scottsdale Museum of Contemporary Art (SMoCA) in a City-owned building. SMoCA's mission is to show the best international, national, and local contemporary art, architecture, and design. It presents twelve (12) to fifteen (15) exhibitions a year, accompanied by an array of related educational programming.

Scottsdale Arts' newest branch is Scottsdale Arts Learning & Innovation (SALI). SALI serves over 40,000 students in the Scottsdale and Paradise Valley school districts. In addition, SALI provides innovative life-long learning programs, memory lounge sessions in senior and community centers and a nationally acclaimed Wolf Trapp movement program.

All four (4) divisions of Scottsdale Arts collaborate to present a wide spectrum of programming for the public and with other local institutions that include public schools, libraries, and community centers. In addition, Scottsdale Arts Festival, Canal Convergence and Scottsdale Culinary Festival are among the nation's longest running and most prominent Festivals.

Since its founding in 1987, Scottsdale Arts (Enclosures 4 and 5) has grown into a regionally and nationally significant, multi-disciplinary arts organization offering an exceptional variety of programs through four acclaimed branches — Scottsdale Center for the Performing Arts, Scottsdale Museum of Contemporary Art (SMoCA), Scottsdale Public Art and Scottsdale Arts Learning & Innovation — serving more than 800,000 participants annually.

INVENTORY OF SCOTTSDALE’S ARTS, CULTURE AND CREATIVE COMMUNITY

Arts and culture cover a breadth of areas, and it is important to note that, while the Scottsdale Arts covers/implements many of the arts components for Scottsdale (denoted below by *), there are many other components not governed by the Scottsdale Arts organization. The following are just some of the artistic, cultural and creative community components/resources in Scottsdale today:

Art for purchase/consumable art

- Art galleries
- Scottsdale Arts Festival*
- Jewelry/Fashion

Public/Private Art

- Public Art Installations*
- Infrastructure-based Public Art (e.g. Loop 101, bus stops)*
- Private/HOA-Owned Art Collections

Western/Equestrian Culture

- Arabian Horse Show/Other Horse shows
- Equestrian Sculpture/Arts
- Tony Nelssen Equestrian Center
- Pony Express
- Historic Old Town District
- Singing Cowboy

Special Events/Festivals

- AZ Music Fest
- Scottsdale Arts Sunday Affairs
- Scottsdale Arts Canal Convergence *

- Día De los Muertos Festival
- Private festivals and celebrations
- Parada del Sol
- Film Festivals— Scottsdale International Film Festival
- Kerr Cultural Center
- Marathons
- Barrett-Jackson Auto Auction
- Sporting Events— Baseball, Golf, etc.
- Scottsdale Fashion Week

Performing Arts

- Scottsdale Center for Performing Arts*
- Stagebrush Theater
- Other community theaters

Museums

- Historical Society
- Scottsdale Museum of Contemporary Art (SMoCA)*
- Scottsdale Museum of the West

Culinary Arts

- Scottsdale Arts Culinary Festival *
- Culinary Schools

Technology/Creative Community

- ASU/SkySong Innovation Center
- Scottsdale Libraries
- Science/Health Research
- Scottsdale’s entrepreneurs
- Hi-Tech Businesses
- Sci-Tech Festival

Native American Heritage

- Native Trails*
- Native American Art/History
- Petroglyphs

Artist Community

- Cattletrack Arts Campus
- Poet Laureate
- Scottsdale Artists School
- Arts District

Architecture

- Soleri Bridge & Plaza*
- Taliesin West/Frank Lloyd Wright
- Civic Center Mall
- Canals

As nearby communities increasingly focus resources on arts and culture, Scottsdale's reputation and position are challenged, and in some cases, surpassed. Regional competing venues include, but are not limited to:

- | | | |
|-----------------------------|--------------------------------|---------------------------------------|
| • Arizona Opera | • Chandler Center for the Arts | • David M. Player Center for the Arts |
| • Ballet Arizona | • ASU Gammage Auditorium | • Musical Instrument Museum |
| • Orpheum theater | • Herberger Theater Center | • Phoenix Theater |
| • Mesa Arts Center | | • Cosanti Foundation |
| • Tempe Center for the Arts | | |

CHALLENGES/OPPORTUNITIES FOR THE ARTS/CREATIVE COMMUNITY IN SCOTTSDALE

The following are potential challenges/opportunities for the Arts, Culture & Creative Community Element in Scottsdale, as it relates to the draft 2035 General Plan:

Funding/Resources

The arts can play a significant role in the quality of life and reinvestment of older areas. As Scottsdale reaches build-out and the primary forms of development become redevelopment and smaller infill sites, it will become more challenging to address/fund Public Art through the 1% Ordinance for Public Art and Art in Private Development Ordinance.

Additionally, funding of any large-scale arts non-profit organization, such as Scottsdale Arts, always remains challenging. Over the past 2 years, the organization has re-evaluated its business model and significantly altered its financial practices. As a community-based and service oriented multidisciplinary arts organization, Scottsdale Arts provides its services to the city based on a detailed Management Service Agreement. Scottsdale Arts in turn receives funding through the city's general fund to manage and program city facilities, the Civic Center Plaza, execute the city's public art program and provide arts education and life-long learning programs to schools, libraries and community centers. Some of these programs generate earned income revenue for Scottsdale Arts through ticket sales or rental fees, however many programs and performances are non-revenue generating services to the community. In this respect, Scottsdale Arts functions similar to a city's Parks and Recreation Department.

Other cities in the Phoenix metro area have developed designated funding streams for the arts and are fully underwriting their arts facilities, for example all Mesa, Chandler, and Tempe arts center staff are city employees. The relationship between the City of Scottsdale and Scottsdale Arts is somewhat unique and designed to provide the highest level of service in the most cost-effective way. Scottsdale Arts currently strives to develop three even-sized pillars of funding: public dollars, contributed and earned revenue. Fundraising has become a cornerstone of Scottsdale Arts work. Recently Scottsdale Arts has been able to more than double the city's resources through fundraising and sales, without any additional tax leveraged against our community. Based on this model, a well-managed organization can deliver high level cultural services for about half the cost to citizen's in other municipalities. In addition, the fact that Scottsdale Arts is an independent non-profit organization gives the organization greater levels of flexibility and efficiency through engaging contract and per diem staff in this largely events based and after-hour business.

In addition, Scottsdale Arts based on the most conservative multipliers leverages the city's annual investment into a 4:1 return in sales tax revenue. This is a high-level return to the city's general fund, allowing for more resources in other areas of public life.

While some level of public funding is critical for the survival and success of the arts in any community, the symbiotic relationship between the City of Scottsdale and Scottsdale Arts has proven to be enduring, cost effective and highly successful. The Arts have long since been a part of Scottsdale's culture and heritage.

Future funding will continue to be a challenge. Other cities have adopted alternative funding mechanisms, such as a 'quality of life tax' that covers Parks/Recreation, Libraries, and the Arts. This direct tax takes the arts out of a City's general fund and enables long-term planning and programming to be established. In addition, many cities, such as Portland, OR and Santa Monica, CA, fund and or match funds for city-wide festivals. For programming and the arts to continue to prosper and to provide new and engaging experiences for the community and its visitors, new funding sources will likely be required.

Artistic and Creative Infrastructure/Education

According to the Maricopa Regional Arts and Culture Task Force, all communities in Arizona lack art infrastructure necessary for professional growth of artists. This includes places to make art, display work, and benefit from critique/criticism (which helps artists perfect their crafts). The Valley's schools and colleges provide art infrastructure, but do not excel, nor are they recognized outside the region.

Scottsdale's creative infrastructure is focused primarily on education. Scottsdale Parks & Recreation Department offers classes in art, dance, writing, etc. The SCC offers numerous opportunities for people of all ages to learn more about contemporary art, architecture and design, public art, and to attend performances.

Creative Placemaking

The National Endowment for the Arts defines creative placemaking as a situation in which cross-sector partners shape the physical and social character of a neighborhood or city through the arts. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire and be inspired. Rather than investing large sums of public and private dollars into a single performing arts center or a cluster of arts institutions, creative placemaking employs a more diverse array of initiatives meant to foster development of arts through civic will, creative entrepreneurship and a committed private sector.

Scottsdale retains many assets related to Arts and Culture, including a committed following of its arts programs, entertainment, education, and development of arts infrastructure. Opportunities to further enhance Scottsdale as a creative place may include the following:

- Decentralizing public arts and culture investments and focusing on neighborhood or Character Area-based cultural activities to foster a more inclusive/accessible cultural experience.

- Continuing to locate public art installations in areas that will contribute to a sense of place, enhance public safety, and create passive participation in the arts.
- Encouraging arts districts and organizations to continue to offer events and unique arts experiences.
- Working to strengthen arts education and development of a more creative workforce. Regardless of vehicle or medium, a creative city makes art available for participation and enjoyment for all of its population.
- Infusing the arts into Scottsdale's natural and built amenities, such as the McDowell Sonoran Preserve and Indian Bend Wash. Examples of this idea include the Chihuly art installations and musical performances at the Desert Botanical Garden and the Scottsdale's Canal Convergence event.

Economic Development and Creative Talent/Workforce

Nationwide, arts, culture and creativity are increasingly linked to generating economic activity, both directly and indirectly, and viewed as important to local economies and quality of life. In Scottsdale, the arts attract tourists, who often spend on arts purchases and experiences. Furthermore, the arts in Scottsdale contribute to a high quality of life that attracts both businesses and residents.

Nationally, cities are recognizing the competitive advantage gained by developing and nurturing their stock of artistic and creative talent. In creative industries, businesses tend to cluster together. Examples of this include Silicon Valley's high-tech/software engineering industry, Los Angeles's motion picture industry, Boston's publishing industry and Nashville's music industry.

In addition, public art has been used by cities worldwide to increase tourism with temporary installations by international artists. Public Art Fund of New York, for example, has served as a model for other cities to follow. A consideration for the Draft 2035 General Plan is to encourage the exploration and identification of the economic impact of existing cultural activities in Scottsdale and how to cultivate creative talent in the community.

Leadership in Arts & Culture

Scottsdale's historic leadership position in the arts and culture evolved "organically", without the benefit or guidance of a formal plan. Frank Lloyd Wright and Paolo Soleri, among others, were drawn to Scottsdale by its accommodating and forward-thinking environment. By the 1950s, the City was home to many artists and had developed a thriving and vibrant gallery scene.

By the early 1970s, the City had recognized the importance of civic investment in the arts. The creation of the Scottsdale Center for the Arts was an important step in solidifying the City's reputation as an arts and culture community. However, in the intervening years, other cities in the Valley have developed significant arts infrastructure and have challenged Scottsdale's leadership position in the arts.

Leadership in the arts simply for the sake of being "number one" has not been Scottsdale's focus. Rather, it is an important element of how the City perceives itself and the value of the arts to the community. It also affects how the City is perceived nationally both now and in the future. The arts bolster the City's appeal as a destination both for visitors and for prospective new residents,

as well as, commerce and business investment. Commitment to the arts is a source of civic pride that enriches community life. Through General Plan 2035, the City has an opportunity to re-affirm the aspiration of early civic leaders in ensuring Scottsdale remains a strong leader in arts and culture.

SCOPE OF THE ARTS, CULTURE & CREATIVE COMMUNITY ELEMENT

An Arts, Culture & Creative Community Element is not required by the State of Arizona. Scottsdale has historically included arts and culture policies in the Character & Design Element, as well as within Character Area Plans. Creating a stand-alone Arts, Culture & Creative Community Element can highlight the importance of Scottsdale's arts and multi-cultural legacy for the Scottsdale community. The Task Force thought it prudent to create a stand-alone Arts, Culture & Creative Community Element in 2014 to highlight the importance of Scottsdale's arts and multi-cultural legacy for the Scottsdale community. The Citizen Review Committee should determine if this is still an element that would resonate and be important in keeping in the draft plan moving forward. The Citizen Review Committee should determine the scope of the Element. Possible concepts covered by other communities with similar elements for consideration are highlighted in the following table:

			Large Cities					Mid-Size Cities			Local Cities		
Arts/Culture/Creative Community Concepts	General	Plan	San Jose	San Francisco	Seattle	Ft. Worth	Austin	Nashville	Raleigh	Ft. Collins	Tucson	Sedona	Tempe
Arts Destination/ Experience			•	•		•	•		•			•	•
Support for culture & arts			•	•			•	•	•			•	
Sense of place/community identity					•			•	•	•	•	•	•
Arts Education/Learning				•	•	•	•	•	•	•	•	•	•
Creative Expression/ Engagement				•	•		•	•		•	•	•	
Public Art			•	•			•	•	•	•	•		•
Art & the Economy/Tourism				•		•		•	•	•			•
Planning for the Arts				•		•	•		•		•		•
Support/space for Artists				•			•		•			•	
Funding and Partnerships				•			•		•	•			•
Art Collections/Artifacts										•			
Access to the Arts						•	•	•	•				•
Cultural/Arts Districts						•	•	•	•		•		•
Creative Businesses							•	•					•
Regional/Global Culture/Art				•			•				•		

[illegible]

STAFF RECCOMENDATION

Staff recommends that the General Plan Citizen Review Committee confirm receipt of any public comments submitted on this agenda item and then review the Draft General Plan 2035 – Section 2, Character and Culture Chapter Introduction and the Arts, Culture and Creative Community Element and discuss any questions or comments you may have regarding this item for CRC/City Staff discussion.

To help prompt this discussion, please review and consider the following dialogue box:

Pertaining to the DRAFT 2035 GENERAL PLAN SECTION 2, CHARACTER AND CULTURE CHAPTER INTRODUCTION AND THE ARTS, CULTURE AND CREATIVE COMMUNITY ELEMENT, the Citizen Review Committee should:

- Consider if any of the applicable Goals or Policies should be modified or removed. Consider the community suggested edits (RED) and the Technical Advisory Committee city staff edits (GREEN). Furthermore, are there any goals or policies that should be added?
- Consider if the city should cultivate its creative talent and associated workforce, or should the focus be primarily on providing public art and events?
- How can Scottsdale improve access to the arts for all community members?
- How can Scottsdale remain a regional leader in arts and culture?
- How can arts/culture enrich other aspects of the community, such as science, medicine, business, technology, recreation, preservation, education?
- What other ways might arts/culture be funded in the future?
- As infill/redevelopment increases in Scottsdale, what goals/policies might be necessary to sensitively address future need to move, deconstruct/reconstruct and/or completely decommission existing public art?

Enclosure:

1. Draft General Plan 2035 – Section 2 – Chapters, Character & Culture Chapter Introduction as well as the Arts, Culture & Creative Community Element of the draft 2035 General Plan. (Pages 46 – 47 and 83 – 89)
2. Technical Advisory Comment Matrix to Draft General Plan 2035 – Section 2, Character and Culture Chapter Introduction and the Arts, Culture and Creative Community Element
3. Citizen Outreach (2014 – 2017) Comment/Suggestion Matrix
4. Scottsdale Public Art Strategic Plan (2018)
5. Scottsdale Public Art Annual Report (2018-19)

1. CHARACTER & CULTURE



INTRODUCTION

Scottsdale is a special place. It is first and foremost a residential community and southwest tourist destination. By geographic size, Scottsdale is a large community, and its topographical diversity has resulted in a variety of development patterns—from large estates, reminiscent of rural communities, to compact, pedestrian-oriented urban areas. Among this collection of living environments, Scottsdale has worked to provide access to nature; protect large, unspoiled portions of mountain and desert areas; and offer an assortment of employment and creative opportunities, while avoiding land uses that conflict or are otherwise unwanted.

Scottsdale's image is strongly derived from its role as the premier southwestern tourist destination and that of a sophisticated city infused with small town charm. The image of the city is also largely shaped by the Sonoran Desert environment; mountain views; iconic art, culture and architecture; and a walkable, vibrant downtown. Beyond tourism, Scottsdale's neighborhoods offer a variety of choices for residents, each with its own sense of place.

Recognizing the unique mosaic of places that make up Scottsdale, the community has implemented character-based general planning, which provides a three-tiered planning approach: citywide, character area and neighborhood levels. This three-tiered approach to planning will ensure that community participation continues to shape the consistency of the character, land uses, and development quality in the community.



The Character & Culture Chapter emphasizes the community's continued commitment to quality design, authentic arts and culture, and the protection of Scottsdale's special places. Through the General Plan, Character Area Plans, and Neighborhood Plans, Scottsdale will continue to be held in high regard locally, nationally, and internationally.

ELEMENTS IN THIS CHAPTER:

- Character & Design
- Land Use
 - General Plan Amendment Criteria
- Arts, Culture & Creative Community

"Scottsdale's lifestyle and character embrace the beauty of our natural features, including the desert, mountains, and washes; and our contributions to the physical environment, such as quality residential development, distinctive commercial and employment centers, and pleasing public amenities."

- CityShape 2020 Comprehensive Report (1996)



ARTS, CULTURE & CREATIVE COMMUNITY ELEMENT

Arts and culture are as integral to Scottsdale's character as the Sonoran Desert. The Scottsdale Visioning process of the early 1990s recognized this aspect, making it one of the Four Dominant Themes that define Scottsdale's unique characteristics. *[Cross-reference Scottsdale's Vision and Values section]*

Arts and culture provide a window into Scottsdale's unique history and evolution. This legacy is expressed through historic buildings, residents' oral histories, and ongoing community traditions and celebrations. Today's equestrian events—the Parada Del Sol Rodeo and Parade, and the Pony Express Hashknife reenactment—emphasize the community's western roots. The establishment of a public art program, **THE and 1% Ordinance for public art;** (which is tied to new development and capital improvements;), **AND FUTURE-ORIENTED, IMMERSIVE PUBLIC ART EVENTS, SUCH AS CANAL CONVERGENCE,** displays the community's commitment and passion for the arts. ~~Although Scottsdale is relatively young, it recognizes the significance of historic and archeological preservation in retaining our authenticity and unique culture.~~ Although incorporated in 1951, Scottsdale boasts a rich ~~pre-history and~~ history. It recognizes the importance of preserving and celebrating the associated historic and cultural resources. This helps retain the city's unique culture and heritage. **(NEW)**

The arts are a part of daily life for many community members. Arts and cultural activities, whether one of Scottsdale's signature special events, a visit to our contemporary art museum, or a community theater group performance, stimulate economic activity and generate revenue to support the community. Arts and culture will continue prominence in Scottsdale through animated public places, enhanced tourist experiences, and heightened presence of our visual and performing arts. Strong presence of the arts in the community will also shape the community's creative workforce and future leaders as creative problem solvers. (NEW)

The arts and cultural landscape of the community and region is transforming. Changing communications and technology alter the way people view and experience the arts. Evolving demographics challenge traditional preferences about art and the creative process. These challenges, coupled with an increasingly competitive regional arts and cultural environment, will require creative solutions and planning to maintain our dynamic arts and cultural landscape.

The goals and policies of this element speak to the important role that arts, culture and the creative community will play in the city's future. As such, Scottsdale will build on its authentic cultural experiences, innovative programs, and competitive regional standing in arts and culture. (NEW)



Goals and Policies

GOAL ACC 1

Build on Scottsdale's reputation as the regional leader and widely-recognized destination in arts, culture, and creativity.

Policies

- ACC 1.1** (NEW) Increase promotion of Scottsdale's vibrant arts and cultural programs. *[Cross-reference Land Use and Economic Vitality Elements]*
- ACC 1.2** Consider establishing new districts that celebrate the city's tradition of arts and culture, and support the revitalization of existing arts-related districts. *[Cross-reference [Downtown Old Town Scottsdale Character Area Plan](#)]*
- ACC 1.3** Maximize the potential of art and cultural events for generating economic activity. *[Cross-reference Economic Vitality Element]*
- ACC 1.4** (NEW) Strengthen downtown's arts destinations through physical improvements, promotion, **the adaptive reuse of unique spaces**, and collaboration among arts and cultural entities. *[Cross-reference [Downtown Old Town Scottsdale Character Area Plan](#)]*
- ACC 1.5** (NEW) Develop partnerships to build regional, national, and international tourism and cultural exchange programs.

GOAL ACC 2 (NEW)

Continue to support, plan for, and manage Scottsdale's arts and culture programs and facilities.

Policies

- ACC 2.1** (NEW) Develop, implement, and regularly update arts and cultural strategic/master plans.
- ACC 2.2** (NEW) Broadly engage Scottsdale community members in arts and cultural planning. *[Cross-reference Community Involvement Element]*
- ACC 2.3** Explore various techniques to expand the space available for arts exhibits, classes, performances, and other cultural activities. *[Cross-reference Recreation; Public Buildings; and Public Services & Facilities Elements]*



GOAL ACC 3 (NEW)

Encourage creative placemaking to revitalize neighborhoods, enhance sense of place, celebrate cultural heritage, and strengthen community character.

Policies

ACC 3.1 (NEW) Integrate art into public programs, natural features, civic buildings, infrastructure, and other community assets to strengthen sense of place. *[Cross-reference Character & Design and Public Buildings Element]*

ACC 3.2 (NEW) Encourage public art that reflects the city's past, present, and future.

ACC 3.3 (NEW) Encourage the co-location or clustering of arts-related uses, enterprises, and artistic venues near supporting activities. *[Cross-reference Recreation; Public Buildings; and Public Services & Facilities Elements]*

ACC 3.4 Integrate public art at various scales into the built environment citywide. *[Cross-reference Character & Design Element]*

**GOAL ACC 4**

Identify and protect Scottsdale's historic, archaeological, and cultural resources, to promote awareness and sustain community character.

Policies

ACC 4.1 Provide a variety of incentives to enhance, preserve, and prevent loss of significant historic, cultural, and archaeological resources.

ACC 4.2 Promote preservation, revitalization, adaptive reuse, and/or restoration of identified, significant historic resources as alternatives to wholesale redevelopment. *[Cross-reference Neighborhood Preservation & Revitalization and Conservation, Rehabilitation, & Redevelopment Elements]*



- ACC 4.3** Develop partnerships with groups, such as the Scottsdale Historical Society, Frank Lloyd Wright Foundation, Cosanti Foundation, and Cattletrack/Ellis Compound, and other local, regional, and national historic and archaeological organizations to identify, **evaluate**, and preserve significant historic, architectural, cultural, and archaeological resources **with the aim of listing the most significant resources in the Scottsdale Historic Register.**



- ACC 4.4** Promote Historic and Archaeological Preservation programs within the community **and local schools** through education and public outreach. *[Cross-reference Community Involvement Element]*

GOAL ACC 5 (NEW)

Promote a creative community through education and exposure to the creative process.

Policies

- ACC 5.1** (NEW) Develop public arts and cultural experiences to increase access to and awareness of the arts. *[Cross-reference Economic Vitality Element]*



- ACC 5.2** (NEW) Work with local schools and youth organizations to build creative skills and gain exposure to **archaeology and the arts.** *[Cross-reference Recreation; Healthy Community; and Economic Vitality Elements]*



- ACC 5.3** (NEW) Promote a supportive environment for working artists.

JENNY LIN RD.

CIRCLE MOUNTAIN RD.

HONDA BOW RD.

ROCKAWAY HILLS RD.

DESERT HILLS DR.

JOY RANCH RD.

STAGECOACH PASS

CAREFREE HWY.

DOVE VALLEY RD.

LONE MOUNTAIN RD.

DIXILETA DR.

DYNAMITE BLVD.

JOMAX RD.

HAPPY VALLEY RD.

PINNACLE PEAK RD.

DEER VALLEY RD.

LOOP 101

UNION HILLS DR.

BELL RD./FRANK LLOYD WRIGHT BLVD.

GREENWAY PKWY.

THUNDERBIRD RD.

CACTUS RD.

SHEA BLVD.

DOUBLETREE RANCH RD.

McCORMICK PKWY.

INDIAN BEND RD.

LINCOLN DR.

McDONALD DR.

CHAPARRAL RD./CAMELBACK RD.

CAMELBACK RD.

INDIAN SCHOOL RD.

THOMAS RD.

McDOWELL RD.

LOOP 202

McKELLIPS RD.

BARTLETT DAM RD.

RIO VERDE DR.

Old Town Scottsdale

Art & Cultural Resources

Public Art Locations (Permanent)

Public Art Locations (Linear)

Cultural Facilities

Scottsdale McDowell Sonoran Preserve
(See Open Space Element)

UPDATED TO INCLUDE:
MORE-RECENTLY ADDED
PIECES OF PERMANENT PUBLIC
ART; OLD TOWN SCOTTSDALE
CALL-OUT

DRAFT



56th ST.
64th ST.
SCOTTSDALE RD.
HAYDEN RD.
PIMA RD.
LOOP 101

Comment #	TAC Comment/Suggestion/ Legislative Edits	Staff Notes
Arts, Culture & Creative Community Element		
1	Introduction Paragraph – “Pre-history and history” makes no sense Give a nod to Canal Convergence – future oriented events not just past ones	Updated: Although incorporated in 1951, Scottsdale boasts a rich pre-history and history. The establishment of a public art program, the and 1% Ordinance for public art; (which is tied to new development and capital improvements;), and future-oriented, immersive public art events, such as Canal Convergence, displays the community’s commitment and passion for the arts.
2	ACC 5.2 - Archaeology does not make sense in this policy, and also covered in ACC 4.4	Updated: Work with local schools and youth organizations to build creative skills and gain exposure to archaeology- and the arts.
3	Update Art & Cultural Resources Map to include more recently added pieces of permanent public art as well as update Downtown to Old Town Scottsdale.	Updated the Art & Cultural Resources Map to include more recently added pieces of permanent public art as well as update text on the map, Downtown is now Old Town Scottsdale.

Comment #	Citizen Outreach Comment/Suggestion/ Legislative Edits	Staff Notes
Arts, Culture & Creative Community Element		
1	Historic Preservation Commission: Last sentence of the second paragraph of the Introduction: Although Scottsdale is relatively young, it recognizes the significance of historic and archeological preservation in retaining our authenticity and unique culture. ALTHOUGH INCORPORATED IN 1951, SCOTTSDALE BOASTS A RICH PRE-HISTORY AND HISTORY. IT RECOGNIZES THE IMPORTANCE OF PRESERVING AND CELEBRATING THE ASSOCIATED HISTORIC AND CULTURAL RESOURCES. THIS HELPS RETAIN THE CITY'S UNIQUE CULTURE AND HERITAGE.	Updated: Although Scottsdale is relatively young, it recognizes the significance of historic and archeological preservation in retaining our authenticity and unique culture. Although incorporated in 1951, Scottsdale boasts a rich pre-history and history. It recognizes the importance of preserving and celebrating the associated historic and cultural resources. This helps retain the city's unique culture and heritage.
2	Historic Preservation Commission: ACC 1.4 - Strengthen downtown's arts destinations through physical improvements, promotion, THE ADAPTIVE REUSE OF UNIQUE SPACES, and collaboration among arts and cultural entities.	Updated: ACC 1.4 - Strengthen downtown's arts destinations through physical improvements, promotion, the adaptive reuse of unique spaces, and collaboration among arts and cultural entities.
3	Historic Preservation Commission: ACC 4.3 - Develop partnerships with groups, such as the Scottsdale Historical Society, Frank Lloyd Wright Foundation, Cosanti Foundation, and Cattletrack/Ellis Compound, and other local, regional, and national historic and archaeological organizations to identify, EVALUATE, and preserve significant historic, architectural, cultural, and archaeological resources WITH THE AIM OF LISTING THE MOST SIGNIFICANT RESOURCES IN THE SCOTTSDALE HISTORIC REGISTER.	Updated: ACC 4.3 - Develop partnerships with groups, such as the Scottsdale Historical Society, Frank Lloyd Wright Foundation, Cosanti Foundation, and Cattletrack/Ellis Compound, and other local, regional, and national historic and archaeological organizations to identify, evaluate, and preserve significant historic, architectural, cultural, and archaeological resources with the aim of listing the most significant resources in the Scottsdale Historic Register.
4	Historic Preservation Commission: ACC 4.4 - Promote Historic and Archaeological Preservation programs within the community AND LOCAL SCHOOLS through education and public outreach.	Updated: ACC 4.4 - Promote Historic and Archaeological Preservation programs within the community and local schools through education and public outreach.
5	Historic Preservation Commission: ACC 5.2 - Work with local schools and youth organizations to build creative skills and gain exposure to ARCHAEOLOGY AND the arts.	Updated: ACC 5.2 - Work with local schools and youth organizations to build creative skills and gain exposure to archaeology and the arts.

STRATEGIC PLAN 2018 - 2023

This Plan

This plan was developed by the leadership staff and Board of Trustees of Scottsdale Arts in conjunction with Bailey Strategic Innovation Group, a municipal consulting firm based in Phoenix, AZ. By developing a plan such as this, organizational leadership has a higher sense of ownership over the direction of the work, and will exhibit higher energy and passion toward achieving the outcomes. This ownership leads to more efficient use of time, more creative work output, and increased job satisfaction.

The Process

The strategic planning process is as important as the plan itself. The process is designed to teach participants how to understand themselves so that they can clearly communicate their purpose. It is designed to teach participants how to understand each other so that they can honestly listen to new ideas; and how to better understand the process, so that they can be fully engaged in executing the strategic plan.

The steps of creating the strategic plan

1. Learn the Principles of Human Understanding
2. Uncover the Results Oriented Statement
3. Identify Fundamental Attribution Error impact
4. Identify the Focus Areas
5. Define the Focus Areas
6. Create goals for each Focus Area

Intentionally absent from this strategic plan

The strategic planning process is designed to outline the direction (the WHAT) and the motive (the WHY) to the employee team, not the process (the HOW). Understanding that there are virtually infinite methods for accomplishing a given goal, we are allowing the employees to take ownership in the process, because we believe that we have given them clear purpose and guidelines.

Following this document is the Action Plan. The Action Plan, co-developed by the entire Scottsdale Arts staff, will provide clear guidelines as to accomplishing our goals.

Created: March - May 2018

Revised: August 2018

STRATEGIC PLAN 2018 - 2023**Result Oriented Statement Exercise**

Making clear the Results we want as a team.

Strategy allows us to start a process with the end in mind. This proves to be difficult for teams as they begin the goal-setting or strategic planning process. Typically, teams identify projects to take on (or complete) and set their goals from there. With this exercise we are identifying the results we want to achieve. The process helps identify the deeper purpose of the organization, rather than outline tasks. Teams which have a clear united understanding of purpose are more likely to have productive dialog. Teams which do not are more likely to have unproductive debate.

Process Questions

- Why now / What in our environment is providing this window of opportunity?
- Why us / Why are we uniquely positioned to take advantage of this opportunity?
- What new / What needs to change in order to take advantage of this opportunity?
- Who Cares / How will our key stakeholders benefit from this work?

The Scottsdale Arts Result Oriented Statement

As Scottsdale continues to evolve, Scottsdale Arts is at a pivotal moment and poised to reinvigorate our history as a thought leader in the arts. We need to build trust, develop the courage to innovate with confidence, and create renewed excitement within our internal and external constituencies. Leveraging the resources, talent and vision of each branch allows Scottsdale Arts to create enriching human experiences. Connections deepen when we celebrate the broad cultural and artistic experiences that exist within and beyond our community. Diversity is our greatest strength and we strive to cultivate compassion and creativity in authentic ways to shape our future.

Focus Areas

We have identified five key focus areas for the new strategic plan:

- Culture and Identity
- Audience Development
- Campus Development
- Programming
- Finance

Created: March - May 2018

Revised: August 2018

STRATEGIC PLAN 2018 - 2023

Culture and Identity

Definition

The Scottsdale Arts way of working, living, being; and how others know us.

Goals:

1. Rebrand to original creative vision across all areas by December 31, 2019.
2. Over the next 18 months, be the driving resource working closely with the City for developing and implementing the City's vision for arts and culture downtown as well as throughout Scottsdale.
3. Improve internal, i.e., staff, board, and volunteers, survey scores of trust, respect, and pride by 15% per year through 2021
4. By 2020, 85% of staff and volunteers recognize Scottsdale Arts as an effective and desirable workplace.
5. By 2023, Scottsdale Arts and the work we do is identified by our audiences as one of the top three reasons to live, work or visit Scottsdale.

Audience Development

Definition

Building trust and confidence in Scottsdale Arts for increased engagement from our audiences.

Goals:

1. Increase participation of underserved demographics annually by 25%.
2. Demonstrate trust and confidence in audiences by exceeding industry standards for repeat customers by 5% annually.
3. By 2023, double the number of initiatives that engage, empower and leverage local community.

Campus Development

Definition

Enhancing and modernizing the physical spaces of campus to create engaging environments that foster a stronger identity

Goals:

1. Increase use of underutilized spaces by 10 events and/or 50% annually.
 - a. Improve atrium acoustics, due: 12/31/20
 - b. Revitalization of Stage 2, due 12/31/20

STRATEGIC PLAN 2018 - 2023

2. Increase identity, visibility and signage on the campus that results in a 90% reduction in “lost patrons”.
3. Within five years, Scottsdale Arts’ campus will have a clear gateway and delineated campus identity through new and/or renovated spaces.

Programming

Definition

Innovative programming across all Scottsdale Arts divisions with a focus on originality to drive development and marketing

Goals:

1. Increase innovative activities, e.g., ideas, projects, partnerships, 50% by 2020.
2. Increase cross-divisional activity by 20% each year.
 - a. Action Step: Understand, build and leverage knowledge of audience(s)
3. Increase year over year, patron participation and awareness that results in an increase in earned and contributed revenue by 20%.

Finance

Definition

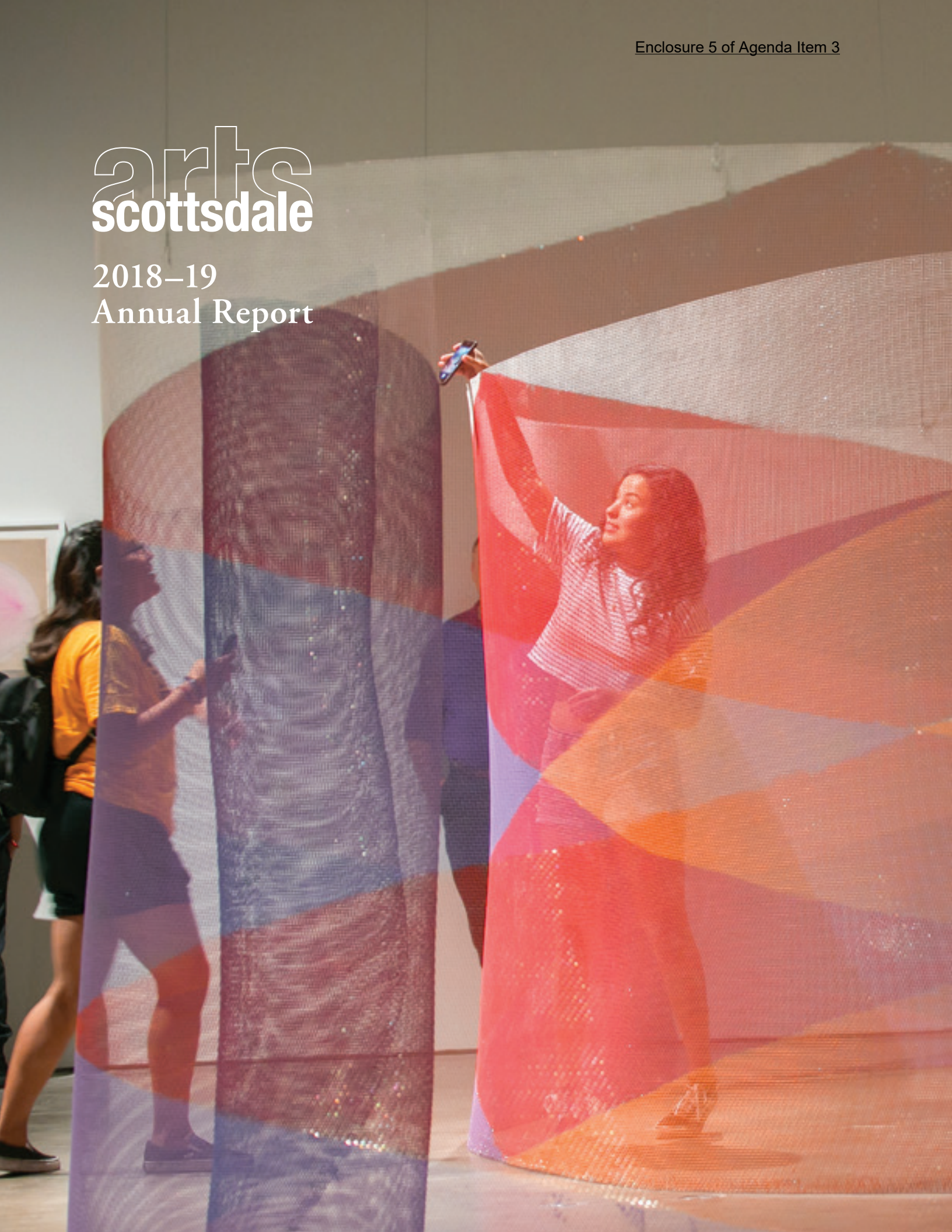
Improve financial efficiency by increasing revenue and optimizing functional expenses.

Goals:

1. Grow endowment to \$10 million by 2023 through new gives and reduced draw.
2. Increase contributed revenue to \$3 million in two years with higher percentage of unrestricted revenue; reduce cost to \$0.35 per \$1 raised.
3. Increase earned revenue by 10% in two years
4. Reduce voluntary employee turnover due to salary by 50% every year for 3 years.
5. Lower administrative expenses to 12% of “annual operating expenses” by 2021.

arts scottsdale

2018–19
Annual Report



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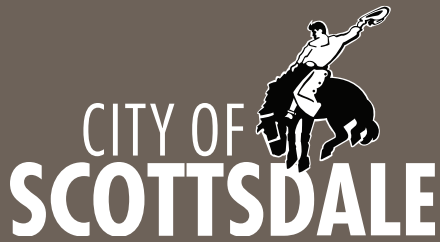
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**A huge thank you
to our government partner.**

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Vice Mayor Kathy Littlefield

Councilwoman Suzanne Klapp

Councilmember Virginia Korte

Councilwoman Linda Milhaven

Councilman Guy Phillips

Councilwoman Solange Whitehead

SCOTTSDALE CITY STAFF

City Manager Jim Thompson

Assttiant City Managers Brent Stockwell and William Murphy

Contract Manager Karen Churchard



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Steven Schwinghamer
Carter Unger
Timothy McElligott,
AG2 Representative

FROM THE CEO

An amazing end to the decade for Scottsdale Arts



The 2018–19 season was a watershed moment for Scottsdale Arts. Our organization, with its illustrious history in Scottsdale, sat at a crossroads. We set out to evolve rather than revolutionize. With a goal for continued excellence and dedication to the things that have made us great for over four decades, we also opened new doors, attracted new audiences, and embraced new patrons.

What a difference a year can make! Scottsdale Center for the Performing Arts renewed its focus on dance, jazz, and Americana, bringing new energy to the Center. Scottsdale Museum of Contemporary Art embraced engagement- and tech-driven exhibitions while looking back to its beginnings during a 20th anniversary celebration, drawing in a young and diverse audience that resulted in record-breaking attendance. Scottsdale Public Art expanded Canal Convergence to 10 consecutive days and moved the temporary public art event to the fall, attracting more than 270,000 community members and tourists to view light-based artworks from around the world. The decisions was also made to evolve Scottsdale Arts Education & Outreach to become a full fourth branch of our organization—Scottsdale Arts Learning & Innovation—while providing over 33,000 hours of art classes to public school students and entering an innovative clinical study about creativity’s impact on healing.

I am proud of the work our amazing staff has done in 2018–19 and of the visionary and unwavering support our 84 trustees and Advisory Board members have provided. As we continue our 2019–20 season, we are beginning a new chapter for Scottsdale Arts and, indeed, for our entire community. With support for four major campus improvement projects in the recently passed municipal bond and with a vision for infrastructure growth over the next decade, we are poised to once again become the finest arts campus in the Southwest.

We could not have navigated this season of change without the support of this wonderful community and want to thank you for a great year. Here’s to an even better decade ahead!

Sincerely,

A stylized, handwritten signature in dark ink, appearing to read 'G. Wuestemann'.

Dr. Gerd Wuestemann,
President & CEO, Scottsdale Arts

SCOTTSDALE ARTS

BY THE NUMBERS:

\$38,783

rental fees waived for **13** community nonprofits.

547

times Scottsdale Arts and its branches were mentioned in the media.

\$228,000

sales (net) in **2** retail spaces and provided retail space for **200** local, national, and international artists.



Violins of Hope exhibition.
Photo by Brian Passey



41,046

Facebook followers and
11.4 MILLION impressions across **5** pages



12,352

Instagram followers across 4 accounts



9,541

Twitter followers across 3 accounts



2,018,805

Total Pageviews and **657,954** new users



Phoenix Day School for the Deaf field trip to SMOCA.
Photo: Brian Passey

SCOTTSDALE CENTER FOR THE PERFORMING ARTS

Scottsdale Center for the Performing Arts is more than just a performance venue in the middle of a thriving arts and cultural district. The Center serves as a platform for a wide spectrum of voices from across our community and beyond Scottsdale's borders. We present world-renowned performers from Academy of St Martin in the Fields and Martha Graham Dance Company, to innovative emerging artists such as Mandy Harvey and Yekwon Sunwoo. The Center continues to present high-quality arts experiences that excite the heart, expand the mind, and connect residents to each other in unexpected ways. In addition to presenting artists from 10 different countries in 167 performances, hosting 100 rental events, inaugurating a two-month long flamenco cabaret series, and taking a cultural exchange group to Cuba during the 2018-19 season, the Center proudly launched the Collaborative Community Engagement Program which focuses on supporting local artists in their entrepreneurial and creative endeavors.

BY THE NUMBERS:



89,117

PATRONS attended



167

PERFORMANCES



2,627

TICKETS (valued at **\$71,058**)
were donated to veterans, students, and teachers
thanks to Tiffany & Bosco and Great American Title



79

INTERNATIONAL ARTISTS,
representing **10** countries



16

COMMUNITY PARTNERS



HIGHLIGHT EVENT:

Discovery Series: Cuba



1,946

PATRONS attended



20

EVENTS

Discovery Series: Cuba offered a unique look at Cuban culture through an array of artistic and historical perspectives. Supported by the work of local advisors and community partners, the yearlong series opened with the Arizona premiere screening of the Cuban drama, *Sergio & Sergei*, included distinguished speakers and international performers such as artist Coco Fusco and Havana Cuba All-Stars, and culminated in a people-to people cultural exchange trip to Cuba. Organized in partnership with Cuba Rhythm and Views, 26 adventurous patrons joined the Center's programming director on a once-in-a-lifetime experience visiting UNESCO World Heritage Sites, art studios, performances of classical music and dance, art schools, diplomats, and the Havana Biennial 2019.

Thanks to our partners—Scottsdale Civic Center Library, Phoenix Center for the Arts, Mundo Latino Entertainment, and Emancipations Arts—we were able to offer an expanded schedule of low-cost and free Discovery Series educational events.



Photo: Charles Lucking, Cuba trip traveler

SCOTTSDALE MUSEUM OF CONTEMPORARY ART

Scottsdale Museum of Contemporary Art (SMoCA) is an artist and audience-centered institution that brings communities together under the shared philosophy that art has the power to engage our imaginations, challenge our perceptions, and inspire change. Opened in 1999, SMoCA has established itself as a leader in presenting innovative exhibitions and educational programs.

SMoCA engages with emerging and established artists from around the world, and from our own community to support new commissions and encourage dialogue about the art of our time. The result is a lively community space that is a laboratory for creative thinking and new ideas. By embracing diversity, equity, and inclusion as organizational values, SMoCA, together with creative individuals across platforms, promotes cross-cultural dialogue and fosters mutual understanding and respect.

BY THE NUMBERS:



51,977

PATRONS attended



8

COMMISSIONED ARTWORKS



146

ARTISTS



130

WORKS featured from the permanent collection



7

**ORIGINAL
EXHIBITIONS**

+

2

**TRAVELLING
EXHIBITIONS**

and more than **50** events



HIGHLIGHT EVENT:

2019 brought the 20th anniversary of the Scottsdale Museum of Contemporary Art, an event that catapulted a yearlong celebration featuring the best of contemporary art while honoring our history. February 14, 2019 was officially named Scottsdale Museum of Contemporary Art Day by the City of Scottsdale.



Phoenix Day School for the Deaf field trip to SMoCA.
Photo: Brian Passey

SCOTTSDALE PUBLIC ART

Scottsdale Public Art took its mission—Live the Art. Love the Place—seriously as it continued to spearhead many public art projects, both temporary and permanent, throughout Scottsdale. Public art projects developed and completed with the City's percent for art funds as well as that provided by developers include John Randall Nelson's long overdue and highly anticipated *One-Eyed Jack*, which now serves as a gateway beacon to downtown Scottsdale's entertainment and gallery district.

Scottsdale Public Art had a busy year maintaining the City's portable works and its public art collection. Key maintenance projects included the relocation of Robert Indiana's *LOVE* sculpture and continuing to work with the City and ADOT on renovations occurring to Carolyn's Braaksma's Pima Freeway artwork, *The Path Most Travelled*, as a result of work needed to upgrade freeway infrastructure.

Scottsdale Public Art continues to provide opportunities for artists and observers to engage and learn more about how public art is a vital component to creating place. Cycle 8 of INFLUX, a multi-city collaboration with Scottsdale Public Art to provide temporary public art opportunities to emerging local artists, saw an increase in partnering cities resulting in 10 participating artists. Additionally, the popular annual bike tour, Cycle the Arts, drew a record-setting crowd of 75 cyclists.

BY THE NUMBERS:



255,310

RESIDENTS OF SCOTTSDALE

along with countless visitors



4

EXHIBITIONS

at Appaloosa Library



1,158

OBJECTS

in its collection

INFLUX



10

EMERGING ARTISTS

representing 6 Valley cities

created temporary art projects in Scottsdale



HIGHLIGHT EVENT:

Canal Convergence

Canal Convergence, a collaboration between the City of Scottsdale, Scottsdale Public Art, and Salt River Project, transitioned from a four-day event in February to a 10-day event in November. More than 277,380 attendees enjoyed 18 artworks and 175 programmatic events, made possible with the participation of 38 event partners.



277,380

PATRONS attended



18

ART INSTALLATIONS



4

AWARDS at the 2019 International Festivals and Events Association including the **GOLD GRAND PINNACLE**



6,650

hours of donated time from more than **250** volunteers during the creation of *ARIZONA!* artwork



Floatus by Walter Productions at Canal Convergence.
Photo: Brian Passey

SCOTTSDALE ARTS EDUCATION & OUTREACH

BY THE NUMBERS:



46,002

PATRONS participated in artistic programs



131 **SCHOOLS**

+



36 **COMMUNITY
PARTNERS**



74

Local and national **ARTISTS**



33,000

hours of **FREE ARTS INSTRUCTION**
provided to Title I schools



\$10,750

SCHOLARSHIPS

awarded to teens in the Visions program



98%

teachers who see an **INCREASE** in
student engagement and confidence
after participating in residency programs



HIGHLIGHT EVENT:

Violins of Hope

Scottsdale Arts Education & Outreach was privileged to host the *Violins of Hope* exhibition in March 2019. This collection of restored violins played by Jewish musicians during the Holocaust was artfully displayed in Center Space (formerly known as Young @ Art Gallery). Thanks to an amazing partnership with the Jewish Federation of Greater Phoenix, more than 8,000 patrons visited the exhibition. Through performances, student matinees, school programs, volunteers, and teacher professional development, this partnership earned \$10,000 in ticket revenue, raised \$3,000 in the gallery donation box, and sold more than \$5,000 in exhibition-related merchandise in The Store @ the Center. More importantly, Violins of Hope demonstrated how collaboration across communities with shared goals generates great success. Teachers were treated to world-class Holocaust education, students met Holocaust survivors and listened to their stories, and exhibition visitors were inspired by stories of perseverance, tolerance, and hope.

A Tribute to Frances Smith Cohen

This year, we lost a champion of modern dance, a passionate arts educator, and our dear friend, Frances (Fran) Cohen. Fran was not only a pillar of the Arizona dance community, but a crucial piece of the Scottsdale Arts Education & Outreach team. More than 30 years ago, she brought the “Wolf Trap Way” to Arizona as the first affiliate of this national program (which now boasts dozens of affiliates across the country). Arizona Wolf Trap uses performing arts to help young learners master a variety of skills including language development, gross and fine motor abilities, concentration, memory, and positive self-image. Led by professional teaching artists, the seven-week residency also serves to mentor classroom teachers on strategies for integrating performing arts learning with the curriculum and goals. Each year, this program impacts 2,000 preschool, Head Start, kindergarten, and first grade students across the Valley. Calling them “her babies”, Fran absolutely adored this program and loved bringing the joy of arts integration to the early childhood classroom. Scottsdale Arts is thoroughly committed to the keeping Fran’s legacy alive through the Wolf Trap program for many years to come.



Cultural Connections Dance diversity class
Photo: Betty Hum Photography

SCOTTSDALE ARTS FESTIVAL

BY THE NUMBERS:



14,503

PATRONS attended Scottsdale Arts Festival



169

ARTISTS



138

LOCAL MUSICIANS



6

LOCAL COMMUNITY GROUPS



109

PIECES OF ART donated for the auction



281

VOLUNTEERS



2,147

HOURS OF SERVICE



8

AWARDS at the 2019
International Festivals and
Events Association

+



5

AWARDS at the 2019
AZ Talent in Event Concepts



FINANCIAL DATA

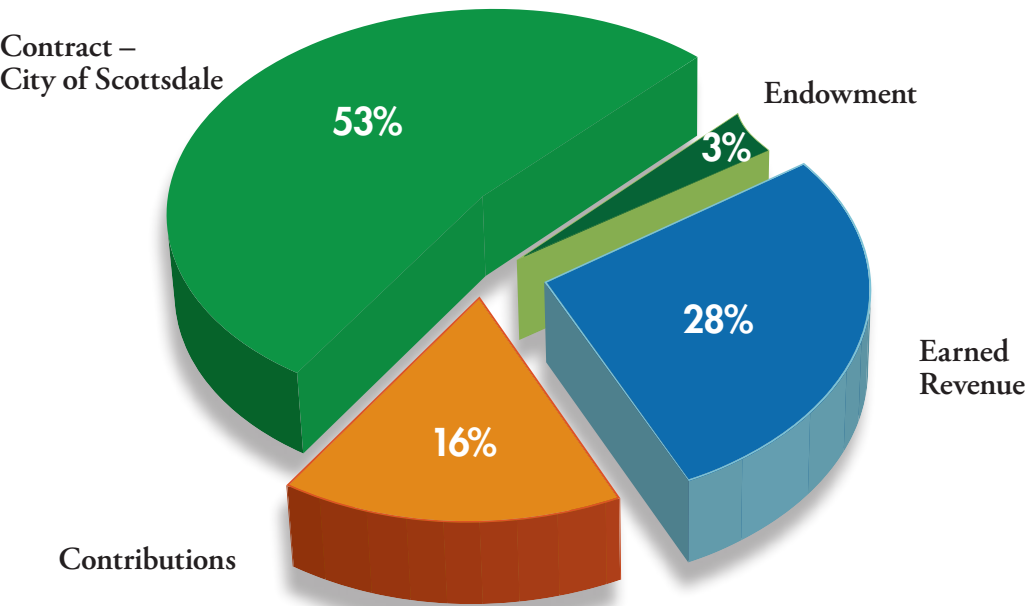
ANNUAL
OPERATING BUDGET
\$12,982,000

PUBLIC ART
INSTALLATION BUDGET
\$410,013

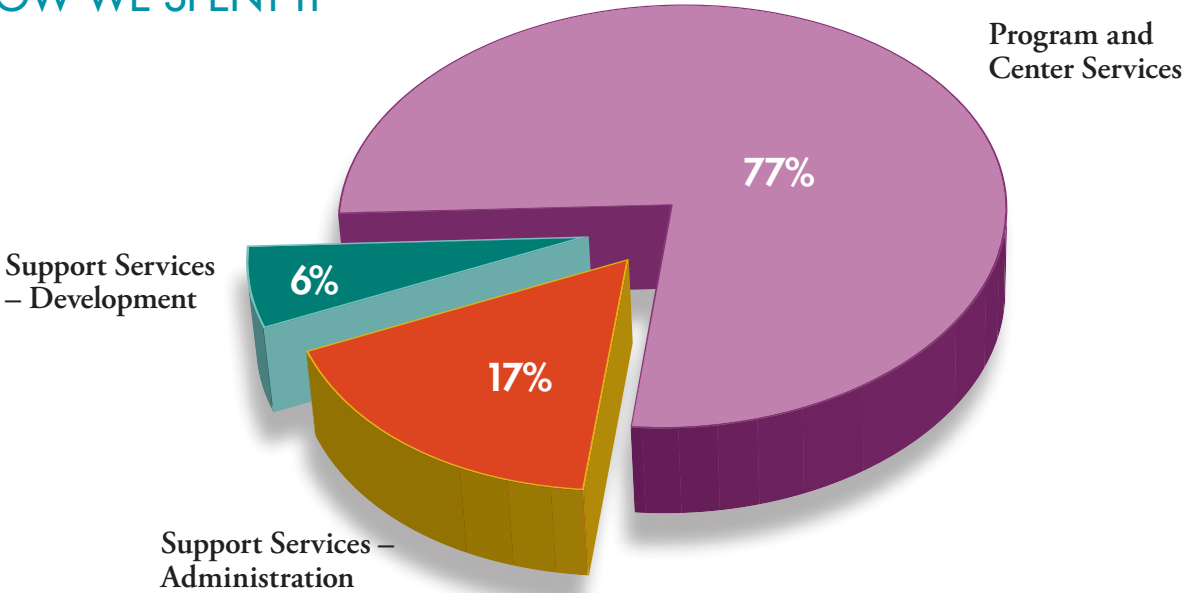
CANAL CONVERGENCE
BUDGET
\$1,213,661

80% OF BUDGET
SPENT ON PROGRAMMING

HOW WE EARNED IT



HOW WE SPENT IT



CORPORATE PARTNERS, FOUNDATION & GOVERNMENT



PLATINUM



GOLD



SILVER



BRONZE



SUPPORTING



FREE TICKETS FOR VETERANS, STUDENTS AND TEACHERS



FOUNDATION & GOVERNMENT



MEMBERS AND DONORS

Scottsdale Arts is grateful for the many charitable gifts received throughout the year. You have been extremely generous, and we are honored to acknowledge your support!

\$100,000+

Billie Jo and Judd Herberger

\$50,000-\$99,000

Chet and Ann Goldberg

\$25,000-\$49,999

Deborah G. Carstens

\$10,000-\$24,999

Anonymous
Felice Appell
Ryan G. Backlund
Timothy R. Baughman
Toni and Bruce Beverly
Jeffrey Beyersdorfer
Steve Biddle
Andrew Chippindall
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Dr. Terence Roberts

Merle and Steve Rosskam
Jacqueline Schenkein and
Michael Schwimmer
Dorothy Lincoln-Smith
Vicki and Robert M. Smith
Marie and Richard Stewart
Karen and John Voris
Kathy and Michael Wills

\$5,000-\$9,999

Rhonda and Gary Anderson
Raymond Barton
Greg Brockman
Gail and Robert Buuck
Ethelyn Cohen, In Memory of
Howard Cohen
Christopher Fill and Brian Hofmann
Beverly N. Grossman
Stuart and Judith Heller
Nicholas Kolesar
Lee and Peter Larson
Carrie Lynn Richardson and Paul Giancola
Nancy Harris Robertson and
Scott L. Robertson
Linda and Sherman Saperstein
Sharon and Fred Schomer
Diana M. and David N. Smith
Pam and Joe Sparks
Gail and Daniel Tenn
Tamar Weiss, In Memory of Emil Weiss

\$2,500-\$4,999

Judy Ackerman and Richard Epstein
Makenna and Mike Albrecht
Victoria Allred-Bennett

Gwynne J. Autrey
Naomi Caras-Miller and Alvin Miller
Susie and Don Cogman
Taylor Marzden Cohen
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Chris and Bob Irish
Sue Karatz
Sheila and Mike Kurzman
Marcia and James Lowman
Pollyanne Morris and Randy Nussbaum
Sandra Okinow
Mary and Kitt Ormsby
Barbara Robbins
Kelly Roberts
Patti and Eugene Ross
Stanley Spiegel Trust
Richard P. Watson

\$1,000-\$2,499

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Megan and John Anderson
Ellen Andres-Schneider and Ralph Andres
Judson Ball
Toshi and Keith W. Baum
Sandy and Geoff Beer
Susan and Lee Berk
Neil Birnbaum
Nancy and Joe Braucher
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Barbara Burns and Joseph Richter
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 Pat and Phil Turberg
 Adrienne and Carter Unger
 Linda and Sander Wiener
 Gretchen and Dick Wilson
 Ellie and Steven Workman
 Ellie and Michael Ziegler

\$500-\$999

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