



CITY OF SURPRISE
Arts and Cultural Advisory Commission
16000 N. Civic Center Plaza
Surprise, AZ 85374
Monday, September 11, 2023 @ 6:00 PM
Community Room

- A. Call To Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Staff Reports
- E. Arts and Cultural Advisory Commission Agenda

CALL TO THE PUBLIC:

INSTRUCTIONS: In order to address the Board\Commission, you will need to fill out a Call to the Public Form available at the front counter, and then turn it in to the Secretary before the meeting begins.

Note: A.R.S. 38-431.01(H) - During this time members of the public may address the Board\Commission only on issues within the jurisdiction of the Board\Commission which are not an item on the agenda. At the conclusion of the open call, the Board\Commission may respond to criticism, may ask staff to review the matter or may ask that the matter be put on a future agenda. No discussion or action shall take place on any item raised.

CONSENT AGENDA:

REGULAR AGENDA ITEM - NON-PUBLIC HEARING:

- | | | | |
|----|----------|--|------------------------------------|
| 1. | Citywide | Consideration and action pertaining to the August 4, 2023 Arts & Cultural Advisory Commission retreat meeting minutes. | Arts, Culture & Library Department |
| 2. | Citywide | Consideration and action pertaining to the August 7, 2023 Arts & Cultural Advisory Commission meeting minutes. | Arts, Culture & Library Department |
| 3. | Citywide | Discussion pertaining to the Arts & Culture Division Strategic Plan draft. | Arts, Culture & Library Department |

REGULAR AGENDA ITEM - PUBLIC HEARING:

- F. Other Business and Future Agenda Items
- G. Current Events and Reports
- H. Executive Session

For information purposes: Upon a public majority vote of a quorum ("Commission"), the Commission may hold an executive session, which will not be open to the public, but for only the following purposes: discussion or consideration of records exempt by law from public inspection (A.R.S. §38-431.03(A)(2));

or discussion or consultation for legal advice with the attorney or attorneys of the public body (A.R.S. §38-431.03(A)(3)).

Confidentiality Requirements: Pursuant to A.R.S. §38-431.03(C)(D), any person receiving executive session information pursuant to A.R.S. §38-431.02 shall not disclose that information except to the Attorney General or County Attorney or by agreement of the Commission, or as otherwise ordered by a court of competent jurisdiction.

The Commission may vote to hold an executive session for the purpose of obtaining legal advice from the Commission's attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3).

I. Adjournment

KRISTI PASSARELLI, CITY CLERK

POSTED: Wednesday August 30, 2023 @ 11:00 AM

SPECIAL NOTE: PERSONS WITH SPECIAL ACCESSIBILITY NEEDS, INCLUDING LARGE PRINT MATERIALS OR INTERPRETER, SHOULD CONTACT THE CITY CLERK'S OFFICE @ 623.222.1200 OR TTY 623.222.1002, BY NO LATER THAN 24 HOURS IN ADVANCE OF THE REGULAR SCHEDULED MEETING TIME.



CITY OF SURPRISE
Arts and Cultural Advisory Commission

Council Meeting Date: September 11, 2023 Contact Person:
Submitting Department: Arts, Culture & Library District: Citywide
Department
Staff Recommendations:

Consent: No Regular: Yes Public Hearing: No Report/Discussion: No

Agenda Wording:

Consideration and action pertaining to the August 4, 2023 Arts & Cultural Advisory Commission retreat meeting minutes.

Motion:

I move to approve the August 4, 2023 Arts & Cultural Advisory Commission retreat meeting minutes.

Background:

N/A

Objective Analysis:

N/A

Policy Compliant:

The SACAC held its initial retreat on August 4, 2023. These minutes reflect the retreat.

Financial Impact:

N/A

Budget Impact:

N/A

FTE Impact:

N/A

ATTACHMENTS:

1. 080423 SACAC Retreat Meeting Minutes DRAFT
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CITY OF SURPRISE
ARTS AND CULTURAL ADVISORY COMMISSION RETREAT

Meeting Minutes – Draft

August 4, 2023 / 9:00 AM

Ottawa University
14360 W TIERRA BUENA LN
SURPRISE, ARIZONA 85374

A. Call to Order

B. Roll Call

Chair Rhiannon Miett, Vice-Chair Kathie Morgan, Commission members, Charlotte Pullins, Crystal Kupper, Margaret Lieu, Susan deJong, and Taylor Ingro.

Absent: None

Staff: Julie Akerly – Arts & Culture Manager, Heather Donaldson – Arts, Culture & Library Management Analyst, Sr., Kelsey Lamphier – Arts, Culture & Library Director, Kristi Passarelli – City Clerk, Charles Vasquez – Deputy City Clerk, Hobie Wingard – Senior Assistant Attorney, Jennifer Medina – Finance Department Assistant Director and Mayor Skip Hall.

C. Pledge of Allegiance

D. Staff Reports

None

E. Arts and Cultural Advisory Commission Agenda

CALL TO THE PUBLIC:

None

REGULAR AGENDA ITEMS – NON PUBLIC HEARING

Item 1 – Arts & Cultural Advisory Commission Retreat

The commissioners and staff conducted an in-depth retreat exploring the following topics:

- Boards and Commissions Overview – City Clerk’s Office
- Community Guidelines – Arts, Culture and Library Department
- Commission Formation, Duties and Operations – City Attorney’s Office
- Advocacy in the Arts – Patrick McWhorter, CEO of Arizona Citizens for the Arts
- Arts and Culture Division Background and Updates – Arts, Culture and Library Department

- Arts and Culture Community Survey and Focus Group Responses – Arts, Culture and Library Department
- Arts and Culture Division Mission, Vision and Values – Arts, Culture and Library Department
- Percent for Art Policies, Procedures, and Plan – Arts, Culture and Library Department

Other Business and Future Agenda Items:

None

Current Events and Reports

None

ADJOURNMENT – Motion to adjourn 1:55 p.m. – Commissioner Lieu. Vice-Chair Morgan 2nd. 7 Yes votes. Motion carried.

	Rhiannon Miett, Chair
ATTEST:	Heather Donaldson, Management Analyst – Sr.

CERTIFICATION:

I, Julie Akerly, Arts & Culture Manager for the City of Surprise Arts, Culture & Library Department, Maricopa County, Arizona, do hereby verify that these are the true and correct minutes of the Arts and Cultural Advisory Commission Special Meeting held on August 4, 2023.

	Julie Akerly, Arts & Culture Manager
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CITY OF SURPRISE
Arts and Cultural Advisory Commission

Council Meeting Date: September 11, 2023 Contact Person:
Submitting Department: Arts, Culture & Library District: Citywide
Department
Staff Recommendations:

Consent: No Regular: Yes Public Hearing: No Report/Discussion: No

Agenda Wording:

Consideration and action pertaining to the August 7, 2023 Arts & Cultural Advisory Commission meeting minutes.

Motion:

I move to approve the August 7, 2023 Arts & Cultural Advisory Commission meeting minutes.

Background:

N/A

Objective Analysis:

N/A

Policy Compliant:

N/A

Financial Impact:

N/A

Budget Impact:

N/A

FTE Impact:

N/A

ATTACHMENTS:

1. 080723 SACAC Meeting Minutes DRAFT
-

CITY OF SURPRISE
Arts and Cultural Advisory Commission
16000 N. Civic Center Plaza
Surprise, Arizona 85374

Monday, August 7, 2023 @ 6:00 PM

Community Room

Meeting Minutes – Draft

A. Call to Order

B. Roll Call

Chair Rhiannon Miett, Vice-Chair Kathie Morgan, Commission members, Dr. Charlotte Pullins, Crystal Kupper, Margaret Lieu, Susan deJong, and Taylor Ingro.

Absent: None

Staff: Julie Akerly – Arts & Culture Manager, Heather Donaldson – Arts, Culture & Library Management Analyst, Sr., Kelsey Lamphier – Arts, Culture & Library Director, Bob Wingenroth – City Manager and Robert Wingo – City Attorney.

C. Pledge of Allegiance

D. Staff Reports

City Manager Wingenroth reported on the following items:

- Gratitude and appreciation of the Surprise Arts & Cultural Advisory Commission and all they do for our City

E. Arts and Cultural Advisory Commission Agenda

CALL TO THE PUBLIC:

None

REGULAR AGENDA ITEMS – NON PUBLIC HEARING:

1. Discussion and action pertaining to the selection of the Arts & Cultural Advisory Commission Chair.

Commissioner Miett moved to select Commissioner Kathie Morgan as Chair of the Arts & Cultural Advisory Commission. 7 Yes votes. Motion carried.

2. Discussion and action pertaining to the selection of the Arts & Cultural Advisory Commission Vice-Chair.

Commissioner deJong moved to select Commissioner Ingro as Vice-Chair of the Arts & Cultural Advisory Commission.

Commissioner Mielt moved to select Commissioner Dr. Pullins as Vice-Chair of the Arts & Cultural Advisory Commission.

3 Yes votes (Morgan, Mielt & Pullins) for Commissioner Dr. Pullins

4 Yes votes (Kupper, deJong, Lieu & Ingro) for Commissioner Ingro. Motion carried.

3. Consideration and action pertaining to the June 5, 2023 Arts & Cultural Advisory Commission meeting minutes.

Commissioner Mielt moved to approve the June 5, 2023 Arts & Cultural Advisory Commission meeting minutes. Commissioner deJong 2nd. 4 Yes votes. Motion carried.

4. Discussion pertaining to the Arts & Cultural Advisory Commission retreat debrief.

Ms. Akerly asked the Commission to reflect on their thoughts and add any comments/suggestions regarding the Mission, Vision, Core Values of the Arts and Culture Division.

The Commission had the following comments/suggestions:

- Core Values don't need to be 5 C's
- Change the "Culture" Core Value to be "Cultural"
- Inclusion should be its own Core Value
- Include diversity language within the "Curiosity" Core Value

Ms. Akerly reviewed the Municipal Art Fund Budget Projections with the Commission and asked them to provide their comments/suggestions.

The Commission had the following comments/suggestions:

- We need more temporary art throughout the Surprise community
- Projections can be influenced by other factors besides the Community Survey
- Clarification of Neighborhood Art Grant projected for FY28 – Will require community building and relationship building – Will affect existing and new development differently
- How can we include the artists that reside in the Original Townsite

5. Presentation and Discussion of FY24 Percent for Art projects.

Ms. Akerly advised the Commission that there will be a budget amendment presented to Council for the FY24 Percent for Art projects. She discussed the following project ideas:

- Traffic cabinet artwork – Commissioners agree that these should align with roadway improvement plans and include the Core Values of the Arts and Culture Division as design inspiration
- Basketball court mural at new Community Pool/Fire Station project with corresponding theme as inspiration
- Multigenerational Center artwork – Options for temporary and permanent artworks (construction fence art, gym glass wall, outdoor gathering space)
- Bounce and Swing artwork happening at Surprise Stadium – Commission agreed to added landscape element(s)

F. Other Business and Future Agenda Items:

- Strategic Plan Goals and Implementation (to include Core Values)
- Future City Events SACAC Participation
- FY25 Budget Package

G. Current Events and Reports

None

ADJOURNMENT:

Motion to adjourn at 7:47 p.m. – Commissioner deJong. Commissioner Lieu 2nd. 7 Yes votes. Motion Carried.

	Kathie Morgan, Chair
ATTEST:	Heather Donaldson, Management Analyst – Sr.

CERTIFICATION:

I, Julie Akerly, Arts & Culture Manager for the City of Surprise Arts, Culture & Library Department, Maricopa County, Arizona, do hereby verify that these are the true and correct minutes of the Arts and Cultural Advisory Commission meeting held on August 7, 2023.

	Julie Akerly, Arts & Culture Manager
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CITY OF SURPRISE
Arts and Cultural Advisory Commission

Council Meeting Date: September 11, 2023 Contact Person:
Submitting Department: Arts, Culture & Library District: Citywide
Department
Staff Recommendations:

Consent: No Regular: Yes Public Hearing: No Report/Discussion: No

Agenda Wording:

Discussion pertaining to the Arts & Culture Division Strategic Plan draft.

Motion:

N/A

Background:

In August 2022, the City of Surprise added the new Arts, Culture & Library Department. The Arts and Culture Division has been coordinating public outreach and input to advise on a Strategic Plan for the division.

Objective Analysis:

Discuss and provide feedback on the Arts and Culture Division's Strategic Plan Draft.

Policy Compliant:

Aligns with City policy.

Financial Impact:

None

Budget Impact:

None

FTE Impact:

None

ATTACHMENTS:

1. Strategic Plan Goals
 2. Strategic Plan Goals_DRAFT Packet
-



GOALS DISCUSSION

ARTS AND CULTURE DIVISION STRATEGIC PLAN

SOLIDIFY OUR UNIQUE CULTURAL IDENTITY

- Make Surprise a more dynamic, connected, and creative city
- Amplify the history and diverse cultural identities in Surprise
- Cultivate and preserve our culture and heritage

STRATEGIC IMPLEMENTATION

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Solidify our Unique Cultural Identity	Work with arts and culture organizations to create an annual event that amplifies arts and culture in Surprise	o		
	Pilot free, casual, outdoor, arts and culture programs for all ages	o		
	Work with other City departments to support arts and culture aspects of city-wide events and celebrations	o		
	Build relationships with cultural organizations and leaders	o		
	Create a historical acknowledgement of Surprise to share at events	o		
	Work with Economic Development and Community Planning to create an Art in Private Development incentive program	o		
	Develop free and recurring art programs including art walks and an outdoor performance series		o	
	Create historical tours, podcasts, and programs to preserve and share Surprise's history		o	
	Create incentives in neighborhoods and HOAs to increase arts and culture access and services in parks and neighborhoods		o	
	Create multiple culturally specific programs, initiatives, and small festivals through community partnerships			o
	Plan for signature artworks in City Center and monument gateways at city entrances			o
	Review and consider relevant city-wide events to management and operation by the Arts & Culture Division			o
	Identify opportunities and partnerships to enhance the City's historic preservation program			o

INCREASE ACCESS TO PROGRAMS AND RESOURCES

- Make arts and culture available and accessible to all residents
- Develop clear, transparent, and accessible communications
- Make City government more accessible, welcoming, and responsive to artists, organizations, and community members

STRATEGIC IMPLEMENTATION

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Increase access to programs and resources	Prioritize art works and programs located in parks and areas of the city that do not currently have works of art	o		
	Create affordable art program for local artists on roadways and in community facilities such as libraries and community centers	o		
	Update and simplify grants and artist calls to be more inclusive, transparent, and accessible	o		
	Update websites, newsletters, and printed materials for increased accessibility, information, and transparency	o		
	Invite more community members to participate in decision-making on panels and in the creation of new programs and partnerships	o		
	Develop new arts and culture programs that serve new audiences with a focus on multigenerational and culturally specific programming		o	
	Undergo an accessibility assessment for all current public programs, and implement adaptive programs, policies, and modifications		o	
	Create a communications plan and evaluate the best tools for communicating and sharing information with public		o	
	Explore interdepartmental partnerships and cross-sector initiatives to serve specific community needs (ie. seniors, veterans, youth)			o
	Expand community gallery program to other city buildings, libraries, and community centers			o

ELEVATE THE ARTS & CULTURE SECTOR IN SURPRISE

- Build trust with cultural organizations and artists
- Sustain arts and culture organizations, artists, and culture bearers
- Make Surprise a place that creatives want to live, and cultural organizations want to invest their resources

STRATEGIC IMPLEMENTATION

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Elevate the Arts and Culture Sector in Surprise	Create programs and artist calls specifically for local artists	o		
	Organize and facilitate quarterly meetings with Surprise arts and culture organizations	o		
	Actively promote grant, partnership, and artist opportunities and provide mentorship and support to new organizations and artists	o		
	Develop a pre-qualified artist list for developers, individuals, businesses, neighborhoods, and other city departments	o		
	Create and advocate for a standardized and system for determining artist fees and contracted services across all city departments		o	
	Provide professional development workshops and trainings for artists and arts and culture organizations		o	
	Develop small project grants for community groups, small businesses, neighborhoods, individual artists, and creative and cultural collectives		o	
	Expand partnerships with local schools to ensure public art and educational opportunities for students and artists			o
	Transition grants to a multi-year operating support grant for Surprise-based organizations after completing development program			o
	Create new programming for artists, cultural groups, and organizations to propose programming in City facilities			o
	Work with economic development and education partners to promote pathways to creative careers			o

BUILD INTERNAL CAPACITY

- Define programs and priorities
- Evaluate and update internal processes and systems
- Manage funding sources
- Build a strong and supportive Arts and Culture Division

STRATEGIC IMPLEMENTATION

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Build Internal Capacity	Create and update standard operating procedures in response to new department, strategic plan, and division values and goals	o		
	Compile data to apply for grant funding, and create methods of data collection for events, programs, and initiatives	o		
	Create 5-year budget plan based on community need and public input for programs and services	o		
	Work with HR to develop an accessible, inclusive, and transparent hiring process for new staff members	o		
	Clarify and update city codes to reflect development of a new department, inclusion of culture, and update definitions of public art	o		
	Create a detailed public art maintenance plan with vendor lists, budgets, and timelines	o		
	Apply for additional funding and grants to support programs, pilots, and growth		o	
	Create volunteer and internship programs to engage non-artists and assist with events, community outreach, and art installations		o	
	Internally study proposed cultural facilities and determine which, if any, are appropriate for addition in-dept exploration			o
	Update the Arts and Culture Masterplan			o

Arts and Culture Division Strategic Plan

Goals & Strategic Implementation Discussion

Goal 1: Solidify our Unique Cultural Identity

Strategy 1.1: Make Surprise a more dynamic, connected, and creative city

- Create or support opportunities for community members to gather and celebrate in neighborhoods, parks and community centers with programs that are site-specific and community-led to create surprise, joy, excitement, and connection
- Support city-wide events and celebrations that build community and civic pride, and attract visitors to the city for signature events
- Create a Percent for Art Plan that proactively includes public art in future developments, parks, roadways, city facilities, and other publicly accessible locations throughout the city
- Diversify the types of artworks and pool of artists commissioned by the city for art projects
- Develop an Art in Private Development program to incentivize and engage developers and businesses in arts and culture
- Explore a monument program that will identify entrances to the city, neighborhoods, and cultural districts

Strategy 1.2: Amplify the history and diverse cultural identities in Surprise

- Partner with culture bearers and cultural organizations and co-create programs and events focused on heritage, history, and culture
- Identify specific cultural groups and communities in Surprise and create resources and opportunities for their perspectives, customs, and identity to be shared
- Increase arts and culture budget and update grants program to include more culturally driven organizations, programs, and initiatives
- Create a historical acknowledgement to share at events that honors the history of Surprise's land and the ancestry of Surprise residents and visitors

Strategy 1.3: Cultivate and preserve our culture and heritage

- Preserve Surprise's heritage and complete multifaceted history by identifying and promoting the preservation of stories, communities, neighborhoods and cultural or architectural attributes
- Prioritize art and culture projects and programs that serve to document, celebrate, preserve, and define communities whose stories may be overlooked or often untold
- Continue to develop interpretive materials and community events to promote the City's arts, heritage and cultural resources for both residents and visitors
- Explore opportunities to partner with Arizona State Historic Preservation Office and similar organizations to enhance the City's historic preservation program
- Explore ways to encourage development and revitalization of key sites of interest in the Original Townsite through arts and promote them for residents and visitors to enjoy

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Solidify our Unique Cultural Identity	Work with arts and culture organizations to create an annual event that amplifies arts and culture in Surprise	o		
	Pilot free, casual, outdoor, arts and culture programs for all ages	o		
	Work with other City departments to support arts and culture aspects of city-wide events and celebrations	o		
	Build relationships with cultural organizations and leaders	o		
	Create a historical acknowledgement of Surprise to share at events	o		
	Work with Economic Development and Community Planning to create an Art in Private Development incentive program	o		
	Develop free and recurring art programs including art walks and an outdoor performance series		o	
	Create historical tours, podcasts, and programs to preserve and share Surprise's history		o	
	Create incentives in neighborhoods and HOAs to increase arts and culture access and services in parks and neighborhoods		o	
	Create multiple culturally specific programs, initiatives, and small festivals through community partnerships			o
	Plan for signature artworks in City Center and monument gateways at city entrances			o
	Review and consider relevant city-wide events to management and operation by the Arts & Culture Division			o
	Identify opportunities and partnerships to enhance the City's historic preservation program			o

Goal 2: Increase Access to Programs and Resources

Strategy 2.1: Make arts and culture available and accessible to all residents

- Ensure that events, programs, and resources are adaptable, accessible, inclusive, and welcoming to all ages, cultural backgrounds, abilities, languages, and income levels
- Prioritize locations for art and programs based on geographic locations, community input and current access to resources and arts and culture amenities
- Leverage city departments, resources, and facilities to embed arts and culture opportunities in every neighborhood, opening access to creative engagement and arts participation citywide
- Make Surprise a place where arts and culture experiences, education and learning are available citywide through all stages of life
- Diversify the stories, artists, presenters, and audiences of our programs to include and represent all identities and cultures in Surprise
- Promote public engagement and build mutual understanding and trust by co-creating programs and initiatives with community members, partners, and stakeholders

Strategy 2.2: Develop clear, transparent, and accessible communications

- Build communications plan for Arts and Culture that tells the story of the division's values and goals
- Collect documentation, videos, photos, and data to better tell our story and inform community of our programs and impact
- Make updates to public information resources such as website, newsletters, social media and printed materials for increased accessibility, information, and transparency
- Highlight the robust arts and culture services provided by the City of Surprise by holistically connecting arts and culture events and programs through promotion, word of mouth and sharing information across departments and cultural organizations

Strategy 2.3: Make City government more accessible, welcoming, and responsive to artists, organizations, and community members

- Ensure that opportunities for artists and organizations to receive support from the city are easily accessible, inclusive, and equitable
- Ensure that diverse voices and perspectives are invited, welcomed, and included in planning and funding decisions
- Actively seek out input from stakeholders impacted by programs and projects by meeting them where they are at and creating multiple accessible opportunities to provide input or get involved
- Explore ways to include youth in decision-making and create opportunities for youth leadership within arts and culture

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Increase access to programs and resources	Prioritize art works and programs located in parks and areas of the city that do not currently have works of art	o		
	Create affordable art program for local artists on roadways and in community facilities such as libraries and community centers	o		
	Update and simplify grants and artist calls to be more inclusive, transparent, and accessible	o		
	Update websites, newsletters, and printed materials for increased accessibility, information, and transparency	o		
	Invite more community members to participate in decision-making on panels and in the creation of new programs and partnerships	o		
	Develop new arts and culture programs that serve new audiences with a focus on multigenerational and culturally specific programming		o	
	Undergo an accessibility assessment for all current public programs, and implement adaptive programs, policies, and modifications		o	
	Create a communications plan and evaluate the best tools for communicating and sharing information with public		o	
	Explore interdepartmental partnerships and cross-sector initiatives to serve specific community needs (ie. seniors, veterans, youth)			o
	Expand community gallery program to other city buildings, libraries, and community centers			o

Goal 3: Elevate the Arts & Culture Sector in Surprise

Strategy 3.1: Build trust with cultural organizations and artists

- Uplift and support the programs, organizations, and artists that already exist in Surprise with partnerships and shared resources
- Connect arts and culture organizations in Surprise to regularly meet, share resources and create programming that brings attention to arts and culture across the city
- Evaluate current programs and ensure equitable and inclusive processes for organizations to receive city support creating a non-competitive and supportive arts ecosystem
- Develop more clarity around partnerships and clearly define roles, expectations, shared power and shared resources for all partners involved
- Support other city departments in their efforts to incorporate arts and culture programming into and initiatives to ensure collaboration, equitable compensation, and clear expectations

Strategy 3.2: Sustain arts and culture organizations, artists, and culture bearers

- Strengthen arts and culture organizations in Surprise with professional development resources, operating support grants, and reciprocal partnerships
- Develop strategic partnerships with arts service organizations, neighboring cities, universities, and Economic Development to implement capacity-building programs for organizations and artists
- Appropriately compensate artists, presenters, organizations and partners for their value, experience, time, and skills and advocate for equitable compensation with other city departments, partners, developers, and organizations
- Promote pathways to creative careers and support for Surprise youth and young adults through strategic partnership, higher education, Economic Development and technical skills and apprenticeship programs

Strategy 3.3: Make Surprise a place that creatives want to live, and cultural organizations want to invest their resources

- Create funding opportunities, resources, and partnerships that incentivizes arts organizations to have their businesses, services, and programs in Surprise
- Prioritize projects that support local artists and organizations that will infuse resources back into the community such as temporary art, small-sized public art, and small project grants
- Expand and diversify the types of arts and culture businesses and organizations in the city to represent more cultures, types of art, and organizational capacities

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Elevate the Arts and Culture Sector in Surprise	Create programs and artist calls specifically for local artists	o		
	Organize and facilitate quarterly meetings with Surprise arts and culture organizations	o		
	Actively promote grant, partnership, and artist opportunities and provide mentorship and support to new organizations and artists	o		
	Develop a pre-qualified artist list for developers, individuals, businesses, neighborhoods, and other city departments	o		
	Create and advocate for a standardized and system for determining artist fees and contracted services across all city departments		o	
	Provide professional development workshops and trainings for artists and arts and culture organizations		o	
	Develop small project grants for community groups, small businesses, neighborhoods, individual artists, and creative and cultural collectives		o	
	Expand partnerships with local schools to ensure public art and educational opportunities for students and artists			o
	Transition grants to a multi-year operating support grant for Surprise-based organizations after completing development program			o
	Create new programming for artists, cultural groups, and organizations to propose programming in City facilities			o
	Work with economic development and education partners to promote pathways to creative careers			o

Goal 4: Build Internal Capacity

As a new Arts, Culture, and Library department, the Arts and Culture Division will need to prioritize the creation and development of a new division in its first years. This will include creating internal and external policies and procedures, developing an internal culture, evaluating efficiencies, and determining the necessary resources, budgets, and staffing to achieve goals and execute programs that fulfill community needs and interests.

Strategy 4.1: Define programs and priorities

- Create participant surveys for all arts and culture programs and events based on the values and goals of this strategic plan
- Distribute a community survey every 5 years to evaluate achievement of goals, and gather community input on the development of future programs and plans
- Update the Arts and Culture Masterplan to incorporate more direction related to cultural programming, arts and culture facility feasibility studies, and organizational resource needs

Strategy 4.2: Evaluate and update internal processes and systems

- Create a standardized and equitable system for determining artist fees and contracted services in arts and culture, and promote fee structure throughout city departments
- Evaluate public art maintenance needs and create a dedicated maintenance budget, 10-year maintenance plan and contractor resource list
- Clarify and update Public Art Policies and Procedures and the Percent for Art Ordinance to reflect development of a new department, inclusion of culture, and to align with current national trends and definitions in arts and culture

Strategy 4.3: Manage funding sources

- Apply for grants to support and expand current programs and to pilot new programs
- Create a 5-year budget plan and advocate for operating budget increases based on community need and public input for arts and culture programs and services
- Annually present Municipal Arts Fund budget package to City Council, ensuring funding is approved before artist calls are publicized, and to account for annual administrative, educational and maintenance uses of the fund

Strategy 4.4: Build a strong and supportive Arts and Culture Division

- Work with HR to create an open, transparent, and inclusive hiring process
- Build a team culture that values creativity, dreaming, collaboration, open and honest communication, patience, and wellness
- Evaluate capacity to ensure resources are effectively balanced with community need
- Clearly communicate mission, vision, values, and goals of City and Division to current and future staff and partners to ensure understanding of access, inclusion, and community-driven objectives
- Attend professional development workshops, trainings, and leadership opportunities to ensure staff are at the forefront of conversations and shifts in the arts and culture field
- Encourage a work culture of open collaboration between team members, municipal departments, and community partners

Goal	Strategic Implementation	Short 1-2 years	Medium 3-4 years	Long 5+ years
Build Internal Capacity	Create and update standard operating procedures in response to new department, strategic plan, and division values and goals	○		
	Compile data to apply for grant funding, and create methods of data collection for events, programs, and initiatives	○		
	Create 5-year budget plan based on community need and public input for programs and services	○		
	Work with HR to develop an accessible, inclusive, and transparent hiring process for new staff members	○		
	Clarify and update city codes to reflect development of a new department, inclusion of culture, and update definitions of public art	○		
	Create a detailed public art maintenance plan with vendor lists, budgets, and timelines	○		
	Apply for additional funding and grants to support programs, pilots, and growth		○	
	Create volunteer and internship programs to engage non-artists and assist with events, community outreach, and art installations		○	
	Internally study proposed cultural facilities and determine which, if any, are appropriate for addition in-dept exploration			○
	Update the Arts and Culture Masterplan			○