

# Arts & Culture Master Plan 2024

Building upon our rich history  
to create **new opportunities**  
**that uplift our community.**



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# Acknowledgments

**Special thanks to the stakeholders, experts, and community members** for their invaluable contributions, which significantly enhanced the development of our Arts and Culture Master Plan.



# Acknowledgments

## Mayor and City Council

Mayor Jerry P. Weiers

Vice Mayor Ian Hugh

Councilmember Leandro Baldenegro

Councilmember Joyce Clark

Councilmember Ray Malnar

Councilmember Lauren Tolmachoff

Councilmember Bart Turner

Cactus District

Ocotillo District

Yucca District

Sahuaro District

Cholla District

Barrel District

## Administration

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Arts & Culture Administrator

## Participating City Departments

Budget and Finance Department

City Attorney's Office

Community Services Department

Development Services Department

Engineering Department

Field Operations Department

Parks and Recreation Department

Transportation Department

Water Services Department

## Arts and Culture Master Plan Taskforce

Nellie Andrade	Chair	Commission on Diverse Cultures
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Chris DeRose	Developer	CivicGroup, LLC
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Ivy Jarvis	Librarian - Programming Manager	City of Glendale
Nancy Lenox	Chair	Glendale Arts Commission
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## Arts Commission

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James Smith	Member	Yucca District
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## Consultant Team

### Cultural Planning Group

Linda Flynn, PhD., Partner

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# Purpose & Background

"This Arts & Culture Master Plan will be a roadmap for the City's Arts and Culture Division for **advancing arts and culture for the community.**"





## Purpose and Background

This Arts & Culture Master Plan will be a roadmap for the City's Arts and Culture Division for advancing arts and culture for the community. The plan was developed with the assistance and insight of City of Glendale leadership, the City of Glendale Arts Commission, a community taskforce, stakeholders and residents.

The plan addresses priorities relating to the arts, placemaking and the integration of public art into new development; public art and placemaking in parks and city-owned properties; equitable distribution and access to the arts, and updates to the Performing Arts Grant Program.

The City of Glendale is a suburb of Phoenix with a current population of over 250,000 experiencing rapid population growth. The annual population growth rate for the City (1.5%) is predicted to remain on par with the growth rate of the state of Arizona (1.8%), and greater than the U.S. average (0.8%) between 2023 and 2028. This plan will help the City meet the demand for a vibrant, culturally rich city for current and future residents and businesses. As part of the Phoenix metro region, it is imperative to define cultural priorities in relation to the major cultural resources and offerings in Phoenix and other nearby cities.



## City of Glendale Arts & Culture Program

### Arts Commission

A seven-member commission advises the City Council on the administration of arts initiatives, commission of public art, and the Performing Arts Grant Program. Members are appointed by City Council for two-year terms.

### City of Glendale Public Art Program

The city boasts a large public art collection with 53 public art pieces, 356 portable art pieces, and temporary art installations. The public art pieces are primarily outdoor sculptures, murals and site specific installations. There are also two- and three-dimensional indoor works (oil paintings, sculptures, etc.). Artworks are located in public parks, libraries, fire stations, the airport and other public buildings and places. They are concentrated in and near downtown and in the northern area of the city, with fewer works in the western area. A program objective is to place public art in locations where the largest audiences are anticipated, including major gathering places and high visibility sites.

### City of Glendale Performing Arts Grants

Currently, the City funds performing arts grants which is an annual project grant program providing awards for performing artists, organizations, schools and colleges to provide free public projects and performances in Glendale.

### Downtown Glendale Arts & Culture Fest

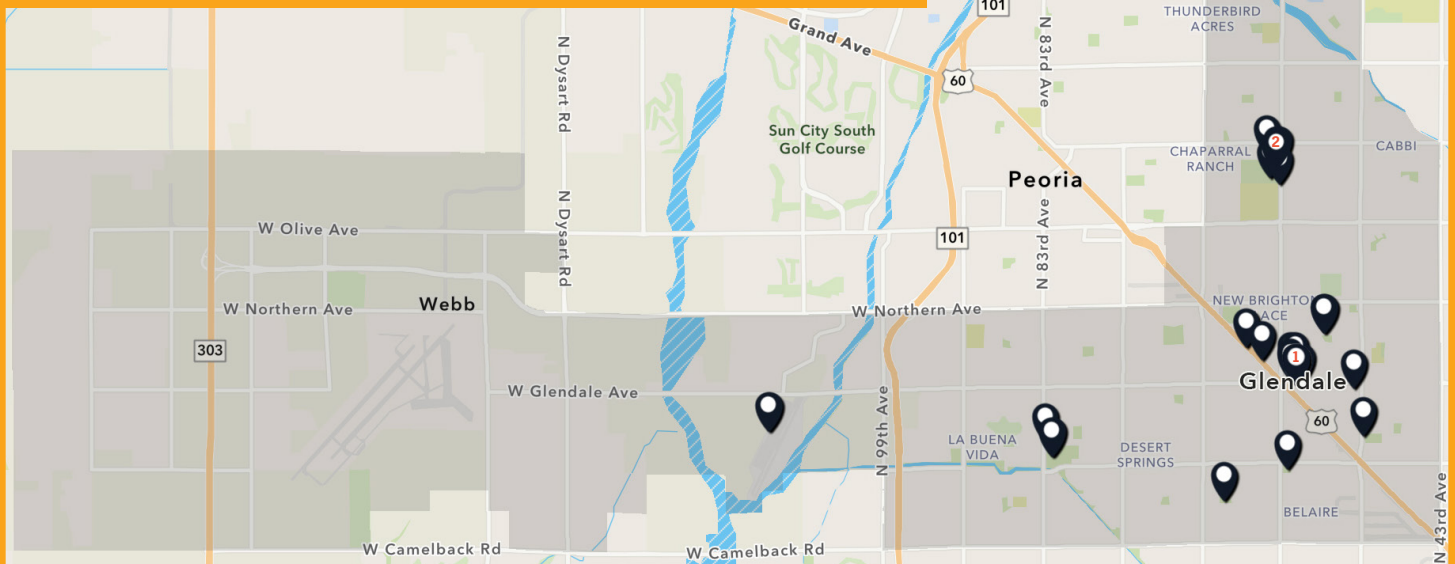
An annual daylong arts festival that provides immersive and experiential activities throughout downtown: artisan market, interactive arts activities, pop-up performances and live art. This event is a collaboration of the City of Glendale, Southern Arizona Arts & Cultural Alliance (SAACA) and Local First Arizona.

## City of Glendale Public Art Map

The city boasts a large public art collection with 53 public art pieces, 356 portable art pieces, and temporary art installations.

For more info visit:

[City of Glendale Public Art Map](#)



**1**  
Rising Together  
by Miguel Angel Godoy and  
Edgar Fernandez



**2**  
For Every Drop of Blood  
by Joe Tyler



**3**  
The Sun and the Moon  
by Dale Chihuly



*Rendering from Downtown Campus Reinvestment Project*

## City of Glendale Relevant Initiatives

### Downtown Campus Reinvestment Project

[https://www.glendaleaz.com/your\\_government/downtown\\_campus\\_reinvestment\\_project](https://www.glendaleaz.com/your_government/downtown_campus_reinvestment_project)

### Project Overview

The City Hall campus is located in downtown Glendale. It serves as a public gathering place, a central point for residents to interact with their local government, and a conduit into our downtown corridor. The campus was constructed in 1984 and needs significant reinvestment to remain usable for future decades. The renovation and investments into Glendale's Downtown Campus include Glendale's City Hall and parking garage, Council Chambers, the E. Lowell Rogers amphitheater, and the adjacent Murphy Park. This initiative provides ample opportunity to integrate art into the development of the buildings and activation of the campus.

### City of Glendale General Plan: Glendale Envision 2040

The General Plan provides vision and policies for Glendale to grow and develop in the future. The City of Glendale's General Plan is a long-range comprehensive plan that guides development in the City by addressing various elements such as land use, housing, growth areas, urban design, military and aviation, open space, circulation, fiscal public health, environmental planning, energy, etc. This Arts and Culture Master Plan aligns with the General Plan key goals including:

- Dynamic community spirit
- Friendly, nurturing and safe for all
- Well-maintained, clean, visually attractive neighborhoods
- Family values including education, outdoor enjoyment, culture, and economic vitality

## City of Glendale Parks & Recreation Master Plan Update (2021)

The Parks and Recreation Master Plan provides an opportunity for alignment with arts programming, public art, and cultural tourism initiatives. Compared to a cohort of similar cities, Glendale had the highest number of park acres per resident and currently provides select arts programming at the Glendale Adult Center and Glendale Aquatics Center. Arts and culture appear in recommendations to:

- Celebrate Glendale's diverse community with well-designed and financially resourced City-hosted special events.
- Hold additional special events and festivals with cultural aspects that aim at sharing cultural elements through food, storytelling, dance and arts.
- Use focus groups and liaisons within representative cultural communities in Glendale to determine the type of events that will appeal to the diverse population.



*Photo from Arts Programming at the Glendale Adult Center*

# Engagement & Research

An engagement strategy that highlights key opportunities, complemented by research that **ensures dynamic and effective execution of our plan goals.**





# Engagement and Research

## Engagement Methodology

City of Glendale staff and leadership, stakeholders, residents, and community leaders helped to shape the goals of this plan. The planning process began in Summer 2023 with stakeholder and community input gathered through interviews, discussion groups, Zoom meetings, and a community survey. The City convened an Arts and Culture Master Plan Taskforce to assist with guiding the planning process and the plan goals.

The overall topic questions asked throughout the planning process focused on:

*What is the current state of arts, culture, and creativity for Glendale?*

*Where are the opportunities for Glendale to advance arts and culture?*

*Where are the opportunities to grow the creative community?*

*What type of public art do you want to see as part of an evolving public art program?*



## Engagement Activities

The following is a summary of the engagement activities conducted during the planning process.

Group	Engagement Activity	Description
Arts and Culture Master Plan Taskforce	Four meetings throughout the planning process and plan development.	Provided expert guidance for the plan engagement and plan content.
City of Glendale City Council	Discussions with six City Council members.	These meetings explored the Council's goals and alignment with the Arts and Culture Master Plan.
City of Glendale Departmental Staff	City departments participated in interviews or mini-group discussions.	These meetings identified opportunities for public art, arts programming and potential departmental intersections with art projects.
Community Stakeholder Engagement and Discussion Groups	Individual interviews and group discussions were conducted with community arts organizations, individual artists, higher education leaders, and business owners.	Meetings with community leaders, organizations, and artists to understand potential collaborations and opportunities for Arts and Culture Master Plan.
Community Survey	477 participants completed the Arts and Culture Master Plan survey.	The survey participants provided information about their vision and opinions for the arts in Glendale and priorities for public art and the plan.

## Engagement Results Highlights

Highlights from the engagement and survey are provided below. The priorities for the plan identified by all the participating groups provide a foundation for the plan recommendations.



### Glendale's Strengths

- Supportive city government that demonstrates support for the arts
- A layered history, preservation efforts, and inclusivity
- A community rich with diverse cultures
- Strong community partners for plan implementation
- A strong public art program and collection
- Artists and arts organizations in the community

### Glendale's Opportunities for Planning

- Creating a unique identity for the city
- Spurring economic development with arts
- Activation of downtown/arts district/hubs
- City departmental cross collaborations
- Diversify and expand the public art program and arts programming
- Plan for arts facilities
- Improving marketing and networking
- Addressing access issues (permits, insurance, police involvement, etc.)
- Grants and funding opportunities



### Reflecting Community Values In Arts Programming

- Art should enhance safety, community cohesion, and the connection between residents and the City government.
- Arts programming should reflect the inclusive and diverse history of Glendale. It is important to focus on all neighborhoods, highlighting the unique cultures of each.



## Arts Programming and Places

- The current programs can be updated to increase access and elevate the awareness of current programming.
- Utilize Glendale's outdoor spaces for venues for art and/or arts programming.
- Provide more interactive and discovery-based art and more engagement with the City's art collection.
- Use the arts for gateways to the city, explore artist in residency programs, create more vibrancy downtown and throughout Glendale.
- Create a Downtown Arts District/Hub.





Importance of Arts and Culture Events

To you personally?



To your community?

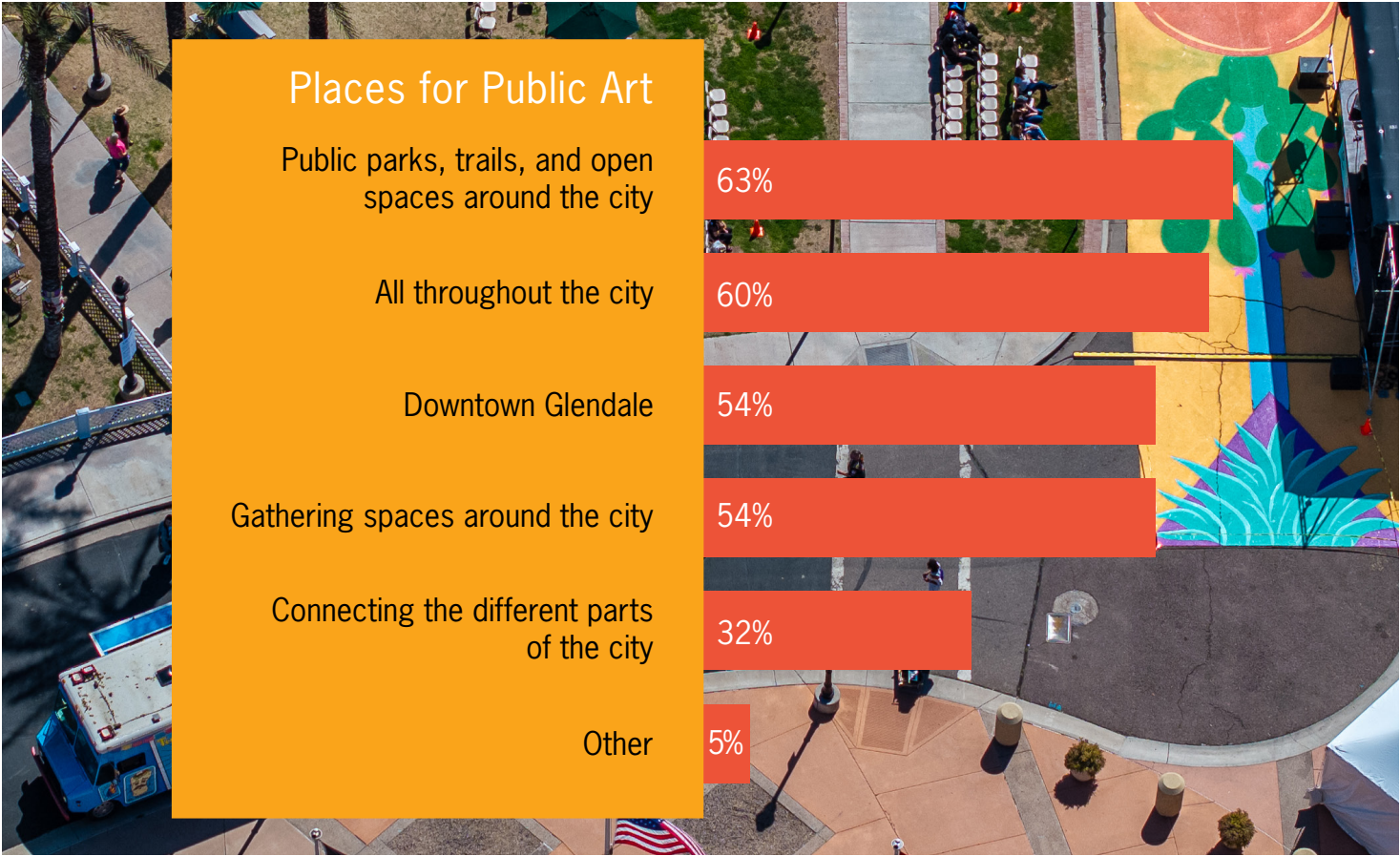
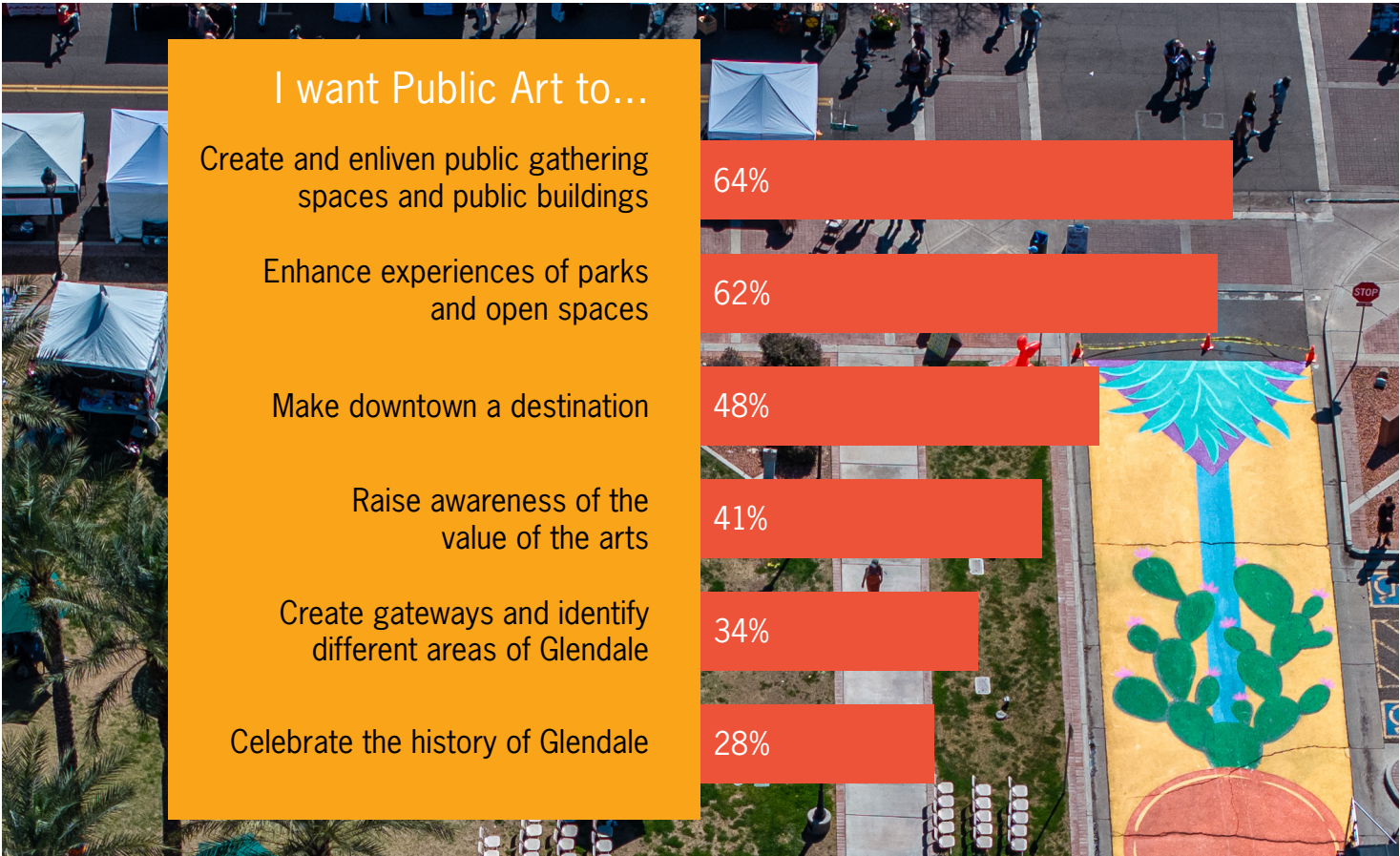


To your family?



Color/Answer Key:







## Artist Priorities

Artists place an emphasis on exhibition, performances, and sales opportunities in Glendale and more opportunities for working artists.

Ranking in Order of Priority:

1. More exhibition, performance, and sales/work opportunities in Glendale
2. More opportunities for working on art projects in Glendale
3. More recognition of artists in Glendale
4. Better options for workspace and/or live workspace in Glendale
5. Professional development assistance

# Implementation

A framework that includes goals, strategies, and actions to ensure a clear path to **transforming Glendale's arts and culture landscape over the next decade.**



# Implementation

## How to Use This Master Plan

This is a comprehensive long-term planning document outlining the overall strategy and vision for arts and culture for the City of Glendale over the next 10 years.

### Goals (1-6)

The goals represent the desired future state or outcomes the plan aims to achieve. They are broad, overarching statements that provide direction and focus for the strategies and actions.

### Strategies (I, II, III, IV...)

The strategies are the approaches or methods to achieve the goals. They are more specific and actionable than the goals, and they outline the general paths or means for accomplishing the desired outcomes.

### Actions (Subsequent Bullet Points)

The actions are specific initiatives, projects, or tasks that will be undertaken during implementation. They are the concrete steps or activities that will be carried out by various City staff and partners.

### Plan Implementation

Using this plan as a comprehensive framework, developing annual implementation plans with associated budgets will be the next step in plan implementation. The annual implementation plans will specify the action steps required to accomplish the goals and strategies for a 12-month period. By using annual plans, staff can effectively work toward achieving the plan goals, while adapting to changing circumstances, and accounting for current resources available for implementation.

For more detailed information, please refer to Appendix A: Glendale Arts and Culture Master Plan Implementation Grid.

# Plan Goals

Based on extensive research, engagement and feedback, our team has crafted goals **aimed at enriching the city's cultural landscape to elevate the quality of life.**



GOAL

1

**Stimulate and sustain economic growth through a robust arts and culture program.**

GOAL

2

**Promote and enhance Glendale's unique identity through arts and culture.**

GOAL

3

**Enliven and activate places throughout the city with arts and culture.**

GOAL

4

**Develop downtown Glendale as a cultural district.**

GOAL

5

**Expand and diversify public art throughout the city.**

GOAL

6

**Establish protocols for the Public Art Program.**

## Plan Goals

The plan's recommended goals and actions represent city leadership goals for arts and culture and reflect the aspirations of the community to experience a different level of arts and culture within the city. With assistance from Economic Development staff, the planning team heard from community leaders, artists, business owners, arts and cultural leaders, and residents about what they wanted this plan to accomplish for the city.

## GOAL

## 1

## Stimulate and sustain economic growth through a robust arts and culture program.



### I. Recognize and plan for Glendale's creative economy as an integral part of the Economic Development strategy.

- Incentivize and welcome arts organizations, artists and arts businesses to locate in Glendale.
  - Introduce current and potential organizations and creative businesses to the City Arts and Culture Division, and the Arts Commission.
  - Provide a list of space options and rate incentives.
  - Provide an opportunity for the Arts Commission to play a formal role in welcoming organizations and businesses.
- Provide small business assistance and training tailored to the needs of creative businesses and artists.
  - Identify the needs through discussions and surveys.
  - Work to develop specific assistance programs and/or partner with others.
  - Become a member of the NonProfit Learning Lab.

### II. Identify and incentivize creative spaces and venues in the city.

- Invest accumulated Arts Fund resources in purchase, renovation and incentives for small space/venue development, such as a city art gallery, small venues for live arts, community arts learning spaces, etc.

- Example: Bell Arts Factory, arts center and artists studios:  
<https://bellartsfactory.org>
- Example: Low Key Piano Par, one of multiple small music venues in Tempe:  
<https://www.lowkeypianobar.com>
- Example: City-run art gallery in Round Rock, Texas:  
<https://www.roundrocktexas.gov/city-departments/arts-and-culture/downtown-gallery/>
- Explore a long-term objective for the development of cultural facilities (such as a cultural center or performing arts center) with community partners.

### III. Create City guidelines that encourage and facilitate community partnerships for arts and culture.

- Create the guidelines in partnership with community organizations and institutions. Prioritize artistic or educational quality in programming and investments. Select and incentivize providers committed to artistic or educational excellence.
  - Clearly identify the goals of the partnership and roles and responsibilities of each partner agency as it relates to providing arts and creative services.
  - [Sample Partnership Agreement](#)

### IV. Build the capacity of the City's arts and culture staff and program.

- Provide ongoing professional development opportunities and travel allowances for professional conferences, training, etc.
  - [Codaworx \(Public Art\)](#)
  - [Americans for the Arts](#)
  - [American Planning Association](#)
- Allow staff time to participate in networking and building regional relationships in support of the arts and culture program.

### V. Create ongoing relationships and guidelines for interdepartmental collaboration for arts and culture events, public art, and economic development.

- Identify one or more liaisons in each department interfacing with arts and culture.
- Conduct periodic meetings of the departmental liaisons to stay informed on plans and activities relevant to the arts and culture program.
- Develop guidelines to facilitate and improve interdepartmental collaborations, as needed.

## GOAL

## 2

## Promote and enhance Glendale's unique identity through arts and culture.



### I. Highlight Glendale's history, cultural diversity, and ongoing evolution in arts and cultural programming, initiatives and marketing.

- Create a communitywide arts marketing program. Highlight and promote arts and cultural events and activities that tell a desirable narrative about Glendale.
  - Example: <https://artsbizmiami.org/mamp/>
- Highlight Glendale's cultural strengths and identity through programming choices.

### II. Support the organizational development of local arts and culture nonprofits and businesses.

- Create regular networking and collaboration opportunities for creatives, businesses, and nonprofit arts and culture organizations.
- Hold capacity building workshops for nonprofits and small creative businesses.
- Create a new grants category of general operating support for nonprofit arts and cultural organizations and small creative businesses.
  - Example: Arts and Business Council Miami <https://artsbizmiami.org/>
  - Example: Springboard for the Arts Saint Paul, MN <https://springboardforthearts.org/>

## GOAL

## 3

**Enliven and activate places throughout the city with arts and culture.****I. Adapt a comprehensive approach to programming and public art.**

- Utilize community partnerships in developing arts and cultural programs (Glendale Community College, downtown businesses, chamber of commerce, event producers, West Valley Arts Council, artists and arts organizations, and others).
- Provide and facilitate arts and cultural educational programming for families and residents of all ages, including children, youth, adults, seniors, and families.
  - Example: [Creative Like Me Partnership](#)
  - Example: [Public Art Futures Lab](#)
- Continue and expand arts and cultural programming at the City Hall (Lowell) Amphitheater once it reopens.

**II. Create and connect hub gathering places in the city.**

- Build on existing assets and identity to enhance those gathering places with additional arts and cultural events, activities, and spaces.
- Consider parks and employment centers as additional potential hubs for activation.

**III. Evolve the Performing Arts Grant Program to better serve the community.**

- Continue the focus on project grants that provide publicly accessible arts events and activities in Glendale.
- Expand eligibility to performances with paid admission and to all artistic disciplines, including visual, media and literary.
- Increase the grant amounts to fund the expenses of projects more realistically.
- Increase the total amount of available annual grant funding.

## GOAL

## 4

## Develop downtown Glendale as a cultural district.

### [Resources for Cultural District Planning](#)

#### I. Develop a downtown cultural district.

- Expand sponsorship and facilitation of arts and cultural events in downtown Glendale, building on the success of LiVE! Events and the annual Downtown Glendale Arts and Culture Fest (diversify the artistic programming).
- Promote and incentivize new or expanded arts spaces in downtown Glendale, such as performance venues, art galleries, event spaces, and arts-related businesses.
- Promote and facilitate development of artists live workspaces.
- Identify and promote opportunities to locate or program in downtown Glendale. “Lay out the welcome mat” to event producers, arts organizations, artists, developers and others to encourage their participation.
- Address the culinary gaps in downtown through incubators or incentives for culinary entrepreneurship.

#### II. Develop a comprehensive downtown cultural district plan.

- Support actions to develop a downtown cultural district with development of a strategic plan.
- The strategic plan should include an asset inventory, identification of geographic boundaries, development of a clear identity, goals and strategies, a program plan, a management plan, a plan for sustainable funding, identification of partners, a marketing plan, and other elements that will strengthen development of the district as a successful and sustainable entity.
- Engage downtown and other community stakeholders in development of the strategic plan.

#### III. Create a citywide placemaking strategy.

- Develop a plan with specific impact measurements for a series of activations and installations, creating opportunities for social connection in underutilized areas.
  - Example: [Activate Downtown Brampton](#)

**GOAL**  
**5****Expand and diversify public art throughout the city.**

I. Adopt new public art policies and procedures to align with national best practices.

- Define roles and responsibilities for staff, Arts Commission, and City Council.
- Detail process for appropriation and allocation of public art funds.
- Define comprehensive program guidelines for the acquisition, management, and maintenance of public art in the City collection.

II. Adopt an updated percent for art ordinance.

III. Ensure appropriate staffing for the Public Art Program.

- As the public art program and collection grows, assess the need for a public art administrator versed in public art program management.

#### IV. Create a distinct name for the program, separate from the arts and culture program.

- Define the public art program as a subset of the City Arts and Culture Division.
- Brand the program through City communications and program materials, with a goal of elevating the awareness of the City program to Glendale residents and regional artists.

#### V. Build a sustainable, diverse collection of public art.

- Widely promote the artist selection opportunities to ensure a diverse pool of artists.
- Provide public art mentorships and training for emerging public artists.
- Focus new public artworks in places prioritized by the community: downtown, public gathering places, public buildings, parks, trails.
- Create a recognizable citywide program of small-scale public artworks, such as benches, utility boxes, light poles, crosswalks or other infrastructure enhancements.
- Specifically expand the practice of temporary installations as part of the public art program.

#### VI. Utilize public art to connect Glendale's communities and neighborhoods.

- Create a framework for community engagement including approaches and outcomes.
- Create a community- or neighborhood-initiated program.
  - Encourage community and neighborhood groups, and artists, to propose public artworks and art projects for public places.
- Create public art at gateways to the city.
- Create a public art festival, possibly in collaboration with neighboring cities.



## GOAL

## 6

**Establish protocols for the Public Art Program.****I. Identify current and future city planning projects where public art will enhance the project including park development and City capital projects.**

- [Best Practices for Integrating Art into Capital Projects](#)
- For capital projects, engage City arts staff at beginning of planning to identify potential artist collaborations.
- Engage public artists with specific qualifications for a City capital project beginning in the design phase.
- Ensure consideration of placemaking for smaller area plans, as appropriate, creating the opportunity for public art throughout the City of Glendale.
- Integrate art into the new City Hall Campus.
- Working with the project planning team and integrate functional public art as part of the campus:
  - Regional Example: [Reach 11 Sports Complex Phoenix](#)
  - Regional Example: [Civic Space Art Phoenix](#)
  - Regional Example: [Little Canyon Trail Connection](#)

**II. Align with Parks and Recreation Plans.**

- To promote cultural and creative tourism, identify park renovations and park events where permanent functional art, artist-designed playgrounds, and temporary public art offer opportunities for departmental collaboration to establish destination art.

**III. Develop long-term collections management and maintenance plans.**

- Continue to document all public art and detail in current database.
- Conduct a comprehensive maintenance and conservation study of the city art collection at the adoption of this plan, and subsequently every five years.
- Contract with a qualified professional or firm to conduct a full conservation review of the public art collection and develop a future maintenance program.
  - Example: [WESTAF Public Art Archive](#)

# Funding

“The following recommendations provide options for both **additional arts funding and diversification of funding sources.**”



# Funding

The City of Glendale currently funds its arts programming by allocating 1% of qualifying capital improvement project budgets to the arts and transferring these monies to the Municipal Arts Fund.

Implementing this Arts and Culture Master Plan will require multiple funding sources, including industry partnerships, beyond the current balance of the Arts Fund. Also, as a policy matter it is advisable to have diversified funding sources to protect against disruptive fluctuations in any one revenue source.

The following recommendations provide options for both additional arts funding and diversification of funding sources:

- Engage the development community in discussions to consider a mutually acceptable process to include art in private real estate development.
- Consider a future increase from 1.0% to 1.5% or 2.0% the percent of capital improvement projects allocated for the arts and transferred into the Arts Fund, in line with national best practice.
- Build relationships with industry supporters and private partnerships that will provide sustainable endowments to fund the development and operation of arts and culture facilities.
- Consider supplementing the capital improvement contributions to the Arts Fund with annual General Fund allocations to meet identified objectives and needs as recommended in this plan and advised by the Arts Commission.
- Consider shifting the Arts and Culture Division staff salaries from the Arts Fund to the General Fund.



## Appendix A

### Glendale Arts and Culture Master Plan Implementation Grid

#### LEGEND

- A&C** - City of Glendale Arts & Culture Division  
**ED** - City of Glendale Economic Development Department  
**TLT** - Tourist Lodging Tax

#### Goal 1 | Stimulate and sustain economic growth through a robust arts and culture program.

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>I. Recognize and plan for Glendale's creative economy as an integral part of economic development strategy.</b>	A&C	ED, Arts Commission	Year 1	Allocation of staff time	N/A
<ul style="list-style-type: none"> <li>Incentivize and welcome arts organizations, artists and arts businesses to locate in Glendale.</li> </ul>					
<ul style="list-style-type: none"> <li>Provide small business assistance and training tailored to the needs of creative businesses and artists.</li> </ul>					
<b>II. Identify and incentivize creative spaces and venues in the city.</b>	ED	A&C	Years 1-10	TBD	Arts Fund, other capital funding
<ul style="list-style-type: none"> <li>Invest accumulated Arts Fund resources in purchase, renovation and incentives for small space/venue development (city art gallery, small venues for live arts, community arts learning spaces, etc.).</li> </ul>					
<ul style="list-style-type: none"> <li>Explore a long-term objective for the development of cultural facilities (such as a cultural center or performing arts center) with community partners.</li> </ul>					
<b>III. Create City guidelines that encourage and facilitate community partnerships for arts and culture.</b>	A&C	ED, Arts Commission	Years 1-2	Allocation of staff time	N/A
<ul style="list-style-type: none"> <li>Create the guidelines in partnership with community organizations and institutions.</li> </ul>					
<b>IV. Build the capacity of the City's arts and culture staff and program.</b>	ED		Years 1-10	\$5,000/year	General Fund
<ul style="list-style-type: none"> <li>Provide ongoing professional development opportunities and travel allowances for professional conferences, training, etc.</li> </ul>					
<ul style="list-style-type: none"> <li>Allow staff time to participate in networking and building regional relationships.</li> </ul>					
<b>V. Create ongoing relationships and guidelines for interdepartmental collaboration for arts and culture events, public art, and economic development.</b>	A&C	Other City departments	Years 1-2	Allocation of staff time	N/A
<ul style="list-style-type: none"> <li>Identify one or more liaisons in each department interfacing with arts and culture.</li> </ul>					
<ul style="list-style-type: none"> <li>Conduct periodic meetings of the departmental liaisons to stay informed on plans and activities relevant to the arts and culture program.</li> </ul>					
<ul style="list-style-type: none"> <li>Develop guidelines to facilitate and improve interdepartmental collaborations, as needed.</li> </ul>					

**Goal 2 | Promote and enhance Glendale's unique identity through arts and culture.**

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>I. Highlight Glendale's history, cultural diversity, and ongoing evolution in arts and cultural programming, initiatives and marketing.</b>	A&C	Visit Glendale	Years 3-10	TBD	Art Fund, General Fund, TLT
• Create a communitywide arts marketing program.					
• Highlight Glendale's cultural strengths and identity in programming choices.					
<b>II. Support the organizational development of local arts and culture nonprofits and businesses.</b>	A&C	Arts Commission	Years 1-10	\$25,000/year	Arts Fund
• Create regular networking and collaboration opportunities for creatives, businesses, and nonprofit arts and culture organizations.					
• Hold capacity building workshops for nonprofits and small creative businesses.					
• Create a new grants category of general operating support for nonprofit arts and cultural organizations and small creative businesses.					

**Goal 3 | Enliven and activate places throughout the city with arts and culture.**

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>I. Adapt a comprehensive approach to programming and public art.</b>	A&C	ED	Years 1-10	TBD	Arts Fund
• Utilize community partnerships in developing arts and cultural programs.					
• Provide and facilitate arts and cultural educational programming for all residents.					
<b>II. Create and connect hub gathering places in the city.</b>	ED	A&C	Years 1-10	N/A	N/A
• Build on existing assets and identity to enhance those gathering places.					
• Consider parks and employment centers as additional potential hubs for activation.					
<b>III. Evolve the performing arts grants program to better serve the community.</b>	A&C	Arts Commission	Year 1	TBD	Arts Fund
• Continue the focus on project grants that provide publicly accessible arts events and activities in Glendale.					
• Expand eligibility to performances with paid admission and to all artistic disciplines, including visual, media and literary.					
• Increase the grant amounts to fund the expenses of projects more realistically.					
• Increase the total amount of available annual grant funding.					

**Goal 4 | Develop downtown Glendale as a cultural district.**

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>I. Develop a downtown cultural district.</b>	ED	A&C, other City departments	Year 3-5	TBD	Arts Fund, General Fund
• Continue to expand sponsorship and facilitation of arts and cultural events in downtown Glendale.					
• Promote and incentivize new or expanded arts spaces in downtown Glendale, such as performance venues, art galleries, event spaces, and arts-related businesses.					
• Promote and facilitate development of artists' live/workspaces.					
• Identify and promote opportunities to locate or program in downtown Glendale for event producers, arts organizations, artists, developers, etc.					
• Address the culinary gaps in downtown through incubators or incentives for culinary entrepreneurship.					
<b>II. Develop a comprehensive downtown cultural district plan.</b>	ED	A&C, downtown stakeholders	Year 5-6	\$150,000	General Fund
• Support actions to develop a downtown cultural district with development of a strategic plan that will strengthen development of the district as a successful and sustainable entity.					
• Engage downtown and other community stakeholders in development of the strategic plan.					
<b>III. Create a citywide placemaking strategy.</b>	ED	A&C	Years 3-10	\$100,000/year	General Fund, Arts Fund
• Develop a plan with specific impact measurements for a series of activations and installations, creating opportunities for social connection in underutilized areas.					

**Goal 5 | Expand and diversify public art throughout the city.**

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>I. Adopt new public art policies and procedures to align with national best practices.</b>	A&C	Arts Commission, City Council	Year 1	Allocation of staff time	N/A
• Define roles and responsibilities for staff, Arts Commission, and City Council.					
• Detail process for appropriation and allocation of public art funds.					
• Define comprehensive program guidelines for the acquisition, management, and maintenance of public art in the City collection.					
<b>II. Adopt an updated percent for art ordinance.</b>	A&C	Arts Commission, City Council	Year 1	Allocation of staff time	N/A

**Goal 5 | Expand and diversify public art throughout the city. (continued)**

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>III. Ensure appropriate staffing for the Public Art Program.</b>	A&C	Arts Commission, City Council	Years 3-10	TBD	General Fund
<ul style="list-style-type: none"> <li>As the public art program and collection grows, assess the need for a public art administrator versed in public art program management.</li> </ul>					
<b>IV. Create a distinct name for the program, separate from the arts and culture program.</b>	A&C	Arts Commission	Year 1	Allocation of staff time	N/A
<ul style="list-style-type: none"> <li>Define the public art program as a subset of the City Arts and Culture Division.</li> </ul>					
<ul style="list-style-type: none"> <li>Brand the program through City communications and program materials.</li> </ul>					
<b>V. Build a sustainable, diverse collection of public art.</b>	A&C	Arts Commission	Years 1-10	Allocations of existing public art budget	Arts Fund
<ul style="list-style-type: none"> <li>Widely promote the artist selection opportunities to ensure a diverse pool of artists.</li> </ul>					
<ul style="list-style-type: none"> <li>Provide public art mentorships and training for emerging public artists.</li> </ul>					
<ul style="list-style-type: none"> <li>Focus new public artworks in places prioritized by the community.</li> </ul>					
<ul style="list-style-type: none"> <li>Create a recognizable citywide program of small-scale public artworks, such as benches, utility boxes, light poles, crosswalks or other infrastructure enhancements.</li> </ul>					
<ul style="list-style-type: none"> <li>Specifically expand the practice of temporary installations as part of the public art program.</li> </ul>					
<b>VI. Utilize public art to connect Glendales' communities and neighborhoods.</b>	A&C	Arts Commission	Years 1-10	Allocations of existing public art budget	Arts Fund
<ul style="list-style-type: none"> <li>Create a framework for community engagement.</li> </ul>					
<ul style="list-style-type: none"> <li>Create a community- or neighborhood-initiated program.</li> </ul>					
<ul style="list-style-type: none"> <li>Create public art at gateways to the city.</li> </ul>					
<ul style="list-style-type: none"> <li>Create a public art festival, possibly in collaboration with neighboring cities.</li> </ul>					

**Goal 6 | Establish protocols for Public Art Program.**

Goal/Strategy	Lead	Partner(s)	Timing	Cost (Estimated)	\$ Source
<b>I. Identify current and future city planning projects where public art will enhance the project including park development and City capital projects.</b>	A&C	Other City departments, Arts Commission	Years 1-10	Allocations of staff time and existing public art budget	Arts Fund, other capital funds
• For capital projects, engage City arts staff at beginning of planning to identify potential artist collaborations.					
• Engage public artists with specific qualifications for a City capital project beginning in the design phase.					
• Ensure consideration of placemaking for smaller area plans, as appropriate, creating the opportunity for public art throughout the City of Glendale.					
• Integrate art into the new City Hall Campus.					
<b>II. Align with Parks and Recreation Plans.</b>	A&C	Parks & Recreation Department	Years 1-10	Allocations of staff time and existing public art budget	Arts Fund, other capital funds
• To promote cultural and creative tourism, identify park renovations and park events where permanent functional art, artist-designed playgrounds, and temporary public art offer opportunities for departmental collaboration to establish destination art.					
<b>III. Develop long-term collections management and maintenance plans.</b>	A&C	Arts Commission	Years 1-2	\$50,000	Arts Fund
• Continue to document all public art and detail in current database.					
• Conduct a comprehensive maintenance and conservation study of the City art collection at the adoption of this plan, and subsequently every five years.					
• Contract with a qualified professional or firm to conduct a full conservation review of the public art collection and develop a future maintenance program.					