

Arts & Cultural Council for Greater Rochester

Greater Rochester Arts and Cultural Plan July 2001

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Executive Summary

The arts and cultural sector is vital in defining the unique character of the Rochester region. The sophisticated fabric of cultural enterprise present here enhances the region's economic and cultural vitality, promoting civic pride and appealing to residents, employers, tourists and students. Attracting, nourishing, and retaining this important sector requires collaboration, communication, and creative initiatives.

The mission of the Arts & Cultural Council for Greater Rochester is to plan, promote and develop the region's arts and culture. Serving as a catalyst and a channel, the Arts & Cultural Council brings together art producers and their audiences, and integrates the vitality of creative expression into our social, economic and educational lives.

The Arts & Cultural Council coordinates with Monroe County and City of Rochester planning processes, including the City's 2010 Plan and the County's Integrated County Plan, especially as planning relates to arts and culture, tourism and economic development.

The Arts & Cultural Council for Greater Rochester will take the lead in implementing a new five-year Arts and Cultural Plan by convening meetings and encouraging cross-pollination among the artists, arts councils, cultural organizations, economic development and tourism agencies.

Goals

Goal 1. Market cultural resources. Increase and broaden the supply of cultural opportunities for people of the region to make interactions with artists and arts and cultural activities a regular part of their everyday lives. Increase promotion of the arts as beneficial for economic development and tourism. by focusing on a variety of marketing segments including residents, tourists, students, employers and employees.

Goal 2. Build Capacity. Strengthen the ability of individual artist and arts and cultural organizations to bring creativity and growth to the entire region. Provide for stabilization and development of artists and organizations as well as incubation / nurturing for new artists and cultural organizations.

Goal 3. Funding. Strengthen the economic base of the cultural sector through advocacy and development of new revenue approaches and sources. Increase access to funding for artists and arts and cultural organizations.

Goal 4. Community Impact. Enhance the impact of the arts on community and human development by increasing communication and collaborative planning among cultural organizations, artists, and public- and private-sector community leaders.

Goal 5. Strengthen Arts Education. Collaborate with cultural institutions, educational institutions, artists, teachers and parents to strengthen the teaching of creative disciplines and to integrate creative processes and aesthetic concerns into core curricula so that students learn disciplines and skills that translate into career and academic success.

Greater Rochester Arts and Cultural Plan

Introduction

The greater Rochester community is known for the quality of its creative spirit and innovative energy. Home to an impressive number of internationally renowned artists and institutions, it attracts, nourishes and retains a sophisticated fabric of cultural enterprise.

The region's cultural sector promotes civic pride, helps attract new businesses, helps businesses attract and retain highly skilled employees, brings tourists to the region, and adds vitality to the lives of residents. The arts have the power to improve education, build community, and address some of our most pressing social issues.

The artistic and cultural resources of any community enrich the lives of its residents, help fuel tourism and economic development, strengthen the education of young people, and build stronger community ties. In Monroe County alone, the cultural industry provides employment for 4,000 people and is a \$123 million business, providing full-time jobs for more than 4,000 people.

The arts and cultural sector spans not-for-profit organizations, for-profit companies, individual artists, educational institutions, and their supporters, across the spectrum of arts and culture. The sector's funding streams include a mix of earned income, individual gifts, foundation support, government grants, and indirect government support.

In the 10-county region, the Arts & Cultural Council for Greater Rochester has taken the lead in identifying critical issues and strengthening these important community assets. The Arts & Cultural Council coordinates with Monroe County and City of Rochester planning processes, including the City's 2010 Plan and the County's Integrated County Plan, especially as planning relates to arts and culture, tourism and economic development. The Arts & Cultural Council serves as a catalyst, convening art producers and their audiences to address issues and to set long-term priorities.

The Arts & Cultural Council developed a Cultural Development Plan for enhancing our community's cultural life for the benefit of visitors and residents in 1995. Assessing the effectiveness of the plan and then establishing updated goals for 2001-2005 became the priority of a new board elected in spring 2000 and a new executive director who came on board in June. The present document includes five Arts and Cultural Goals and attendant strategies.

Greater Rochester Arts and Cultural Plan

Goal 1. Market cultural resources. Increase and broaden the supply of cultural opportunities for people of the region to make interactions with artists and arts and cultural activities a regular part of their everyday lives. Increase promotion of the arts as beneficial for economic development and tourism. by focusing on a variety of marketing segments including residents, tourists, students, employers and employees.

Benchmarks:

- 87% of adults in the six-county area attended a cultural event in 1996 (A Study of Participation in the Arts, 1997) Participation was highest among City of Rochester residents.
- Promotional campaigns promote civic pride and attract residents, businesses, employees, tourists and students. Recent initiatives include **coldrush** and "Horses on Parade."
- Models from other cities

Lead Agency Arts & Cultural Council for Greater Rochester

Supported by Individual members
Member organizations
Greater Rochester Visitors Association
Finger Lakes Association
Economic Development Partners

Funding

Timeline

As assessed by Promotional efforts; visibility of arts in the media; use of website; access to information; development of audiences beyond the City of Rochester and Monroe County; increased ticket sales; feedback from employers and tourism industry.

Strategies:

- Strategy 1A. Web site. Maintain and enhance the Arts & Cultural Council's web site as a comprehensive source of information about the local arts scene, for visitors, artists, potential residents, and college students
- Strategy 1B. Local marketing: Coordinate marketing campaigns and informational materials to build public awareness of the area's cultural resources
- Strategy 1C. Regional marketing: Within a 250-mile radius of Rochester, collaborate with regional tourism and economic development agencies and local arts councils to distribute information on available opportunities
- Strategy 1D. Media Relations: Develop and implement a Media Relations Strategy to improve and increase arts reviews in regional news media. Solicit and publish reviews on the Arts & Cultural Council's website and other outlets

Goal 2. Build Capacity. Strengthen the ability of individual artist and arts and cultural organizations to bring creativity and growth to the entire region. Provide for stabilization and development of artists and organizations as well as incubation / nurturing for new artists and cultural organizations.

Benchmarks:

- SOS grants, group health insurance
- Internet promotion and web site development
- Artists Forums; counseling and technical assistance
- Artwalk
- Models from other cities

Lead Agency: Arts & Cultural Council for Greater Rochester

Supported by: New York State Council on the Arts
New York Foundation for the Arts

Funding:

Timeline:

As assessed by: Forums and professional seminars offered, attendance at forums, seminars and other meetings, grants awarded, technical assistance provided, participant feedback, membership, economic and functional strength and productivity of artists and cultural community

Strategies:

- Strategy 2A. Research. Evaluate and address sector needs by providing forums on: artist housing and work space, health care options, credit, and venues for exhibition and performance
- Strategy 2B. Central Database. Maintain a comprehensive database of arts information. Specific data needs include inventories of artists, cultural organizations, facilities, and industry impact data.
- Strategy 2C. Technical Assistance. Provide technical assistance and training for the industry in board development, fundraising, marketing, legal issues, technology, etc.
- Strategy 2D. Grants. Offer professional development grants to individual artists and organizational grants to increase the public's access to the arts and to support high quality work.
- Strategy 2E. Services. Extend services to a broader range of constituents and organizations: younger artists, for-profit arts groups, cultural segments not strongly connected to the Arts & Cultural Council (e.g. history, antiques, gardening, architecture).

- Strategy 2F. Convenings. Convene artists and members of the cultural community on a regular basis to connect with each other and identify/address issues of common concern, including implementation of the Cultural Plan
- Strategy 2G. Products. Provide ways for artists to create "products" (e.g., ticket packages) for employers to use as recruitment/recognition tools.
- Strategy 2H. Youth. Assist arts and cultural community in reaching out to younger audiences
- Strategy 2I. Networking. Maintain and improve the Arts & Cultural Council's website as a central source of information for artists about the arts community and opportunities for creative and professional growth

Goal 3. Funding. Strengthen the economic base of the cultural sector through advocacy and development of new revenue approaches and sources. Increase access to funding for artists and arts and cultural organizations.

Benchmarks:

- Successful advocacy for the New York State Council on the Arts has resulted in a substantial increase in the amount of funding available for Community Arts Grants
- Revolving loan fund
- Models from other cities

Lead Agency: Arts & Cultural Council for Greater Rochester

Supported by: Arts & Cultural Council members
New York State Council on the Arts
Americans for the Arts
Alliance of New York State Arts Agencies

Funding:

Timeline:

As assessed by: Funding allocated, sources accessed, approaches used, groups and individuals served

Strategies:

- Strategy 3A. Public Funds. Advocate at the local, city, county, and state level for public funding
- Strategy 3B. Corporate Outreach. Meet with corporate leaders to discuss impact of arts on the area's economy, the importance of the arts in employee recruitment & retention, the need for corporate support, and opportunities for involvement
- Strategy 3C. Fundraising. Raise revenue to implement the Community Cultural Plan by applying to local foundations and seeking other private support.
- Strategy 3D. Peer Review. Form Peer Review Committees to screen applications and award grants.
- Strategy 3E. Leadership. Provide leadership in making the case of the importance of the arts and cultural sector to individuals and to the social and economic well-being of the area.

Goal 4. Community Impact. Enhance the impact of the arts on community and human development by increasing communication and collaborative planning among cultural organizations, artists, and public- and private-sector community leaders.

Benchmarks:

- Inclusion of arts in City of Rochester’s Renaissance 2010 plan
- Collaboration on arts/youth development initiatives in Rochester
- Collaboration with Greater Rochester Visitors Association
- Models from other cities

Lead Agency: Arts & Cultural Council for Greater Rochester

Supported by: City of Rochester
Monroe County
Arts & Cultural Council member organizations
Monroe County Youth Development Assets Initiatives
Other governmental and social agencies

Funding:

Timeline:

As assessed by: Expanded scope and impact of arts used in community development and social services initiatives; participant feedback.

Strategies:

- Strategy 4A. Public Policy. Support the strong and effective participation of the arts and cultural community in public decisions . Provide leadership toward a viable solution regarding the design, location, governance, and promotion of a proposed Performing Arts Center for downtown Rochester
- Strategy 4B. Relationships. Foster positive working relationships between the industry and City/County/State officials and educate officials on the impact of the arts on public policies, such as tax laws, community development decisions, and heritage preservation guidelines
- Strategy 4C. Public Art: Advocate for the inclusion of public performances and exhibits in major development projects
- Strategy 4D. Aesthetics: Convene community conversations regarding the value and role of arts and aesthetics in building our community
- Strategy 4E. Neighborhood Involvement. Encourage artists and cultural organizations to take an active role in neighborhood and community associations and in neighborhood business associations.

Goal 5. Strengthen Arts Education. Collaborate with cultural institutions, educational institutions, artists, teachers and parents to strengthen the teaching of creative disciplines and to integrate creative processes and aesthetic concerns into core curricula so that students learn disciplines and skills that translate into career and academic success.

Benchmark:

- Current status of arts in education in city, county
- Models from other cities

Lead Agency:

Arts & Cultural Council for Greater Rochester
Local School Districts
Institutions of Higher Learning

Supported by:

Funding:

Timeline:

As assessed by: Increased collaboration; model curriculums

Strategies:

- Strategy 5A. Advocacy. Advocate with area school districts for the arts in education, in collaboration with artists, teachers, parents and cultural organizations
- Strategy 5B. K-12. Convene Arts in Education Roundtable for communication and collaboration among artists and elementary-secondary educators
- Strategy 5C. Higher Education. Convene regional Higher Education Alliance for the Arts for communication and collaboration leading to greater impact.

Appendix A

Greater Rochester Arts and Cultural Plan Task Force Roster

Chair

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Appendix B

Assessing and Revising the Greater Rochester Arts and Cultural Plan

Methodology

The process of assessing and revising the Greater Rochester Arts and Cultural Plan began with the formation of an Advisory Task Force consisting of community leaders from the arts, education, business, government and service organizations. (Appendix A). The Task Force, chaired by Dr. Raymond Santirocco, met for the first time September 2000.

The Task Force agreed that its mission would be to enunciate a set of goals and action items for the Greater Rochester community in the field of arts and culture, and develop an action plan for the Arts & Cultural Council in furtherance of those purposes.

Members set a goal of developing *a succinct, powerful document that identifies community priorities for the arts and cultural industry over the next five years*, and agreed that the updated plan should be more measurable than the original.

The work began with a review of the Arts & Cultural Council's work and of progress on the 1995-2000 Plan. Next, the Task Force agreed on topics that would be explored as part of the planning process, including conditions and trends, desired results, and priorities. They recommended that community input be gathered through one-to-one meetings with key community leaders, beginning with individuals within the arts and cultural sector. (Appendix C)

Executive Director Sarah Lentini then engaged in an intensive round of conversations with artists groups, Arts & Cultural Council board members, cultural organization representatives, individual artists, and community leaders. Finally, the issues and suggestions gathered through these dialogues were reviewed by the Arts & Cultural Council's Artists Issues and Cultural CEO Committees and by the Task Force.

Five areas of concern, along with related strategies for addressing each, emerged from the planning process. For the most part, the Goals echo the goals of the first plan, but have been refined, updated, and where possible, stated in more measurable terms.

Assessment of the Cultural Development Plan, 1995-2000

In 1995, the Arts & Cultural Council issued a five-year Cultural Development Plan. The goals were to:

- create opportunities for artists to serve as cultural and economic resources to the community
- market to build new audiences
- build collaborations between arts and community development
- make the arts central to education
- build new revenue sources for the cultural industry, and
- change the public's perception of the arts.

Since the plan was adopted, significant progress has been made toward realizing that vision. Among the accomplishments to date are the following.

1. The Special Opportunity Stipends (SOS) program, sponsored by the New York Foundation for the Arts, supports artists and has furthered the careers of more than 200 artists in the 10-county area with stipends totaling \$80,000. Ensuring that artists who participate in Arts & Cultural Council programs are paid for their work has become an ongoing commitment.
2. The Arts & Cultural Council has stepped up its marketing efforts. A major market research study was conducted with support from the Ad Council of Rochester. The findings led to development and joint promotion of the Arts & Cultural Council's web site, www.artsrochester.org. The site maps and links to the arts, cultural heritage and entertainment sectors as a whole and is the key informational and promotional vehicle for events in the Rochester region.
3. State funding for the arts has grown significantly, and has increased slightly at the Monroe County Legislature level. There is much room for growth in building new public and private sources of funding.
4. Status of the arts in education continues to grow locally, and is less threatened at school budget time. The Arts & Cultural Council's Arts in Education Roundtable has met regularly to strategize advocacy and professional development and has presented workshops on key issues.
5. An area of great success has been collaboration. The Arts & Cultural Council for Greater Rochester has become a key partner with the City of Rochester, Monroe County, the Greater Rochester Visitors Association, and major corporations in promoting the region's cultural quality and richness. The Arts & Cultural Council collaborated with the Greater Rochester Visitors Association on Celebrate Rochester, a major radio promotion. Hundreds of artists and organizations participated in Synartgy: Millennial Celebration of the Arts. GRVA and the Arts & Cultural Council conceived *coldrush*, a \$100,000 marketing campaign aimed at stimulating winter tourism. *Horses on Parade*, a major community art project and partnership of High Falls Brewing Company and the Arts & Cultural Council, is generating local and tourist enthusiasm.
6. The vast majority of the public recognizes the importance of the arts to the economy and livability of the community. Citizens and leaders alike pride themselves on our wealth of cultural resources and perceive the arts as integral to the quality of life and education of residents

Appendix C: Acknowledgements

Conversations with the following groups and individuals contributed to the development of this document.

Our thanks to the members of the Cultural Plan Task Force and to consultants Sandy Behan and Liz Brown of Creative Edge Marketing, who assisted in writing this document.

Special thanks to New York State Assemblyman Joseph D. Morelle and his staff. Their thoughtful dialogue with Arts & Cultural Council staff and the cultural community has greatly enhanced our planning.

Groups

- Anderson Alley Artists
- Arts & Cultural Council Artists Issues Committee
- Arts & Cultural Council Board of Directors
- Community Profile Team
- Cultural CEO Committee
- Cultural Classics
- Cultural Plan Task Force
- Musicians' Coalition
- Neighborhood of the Arts
- Arts & Culture Campaign of Renaissance 2010 Plan
- Rochester City Ballet Board and Staff

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- Linda Fullerton
- Judith Olson Gregory
- Elizabeth Hallmark
- Mark Kellogg
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Rochester Museum & Science Center
- Pat Berman
Alliance of New York State Arts Agencies

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- Betsy Harrison
Genesee Country Village & Museum
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Rochester Arts & Lectures
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- Sara Krusenstjerna
Young Audiences of Rochester
- Nathan Lyons
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- Frank Mack
Geva Theatre
- Philip Maples
Baker-Cedersberg Archive
Rochester General Hospital
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Pyramid Arts Center
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Sonnenberg Mansion & Gardens
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- Hochstein Music School
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- Norm Silverstein
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 - Andrew Mac Gowan III
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 - Robert Meyer
City of Rochester
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Chamber of Commerce
 - Hon. Wade S. Norwood
Rochester City Council
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- Wade S. Norwood
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New York State Senate
 - Sandra Parker
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Monroe County
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Center for Governmental Research
 - Howard Ressel
NYS Department of Transportation
 - Doug Rice
Artwalk
 - Hon. Joseph E. Robach
New York State Assembly
 - Penelope Robinson
Barnes & Noble Booksellers
 - Arnold Rothchild
Rochester Broadway Theater League
 - Pearl Rubin
Daisy Marquis Jones Foundation
 - John Schiess
Rochester City School District
 - Ed Schultz
HSBC Bank USA
 - Loretta C. Scott

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Alzheimer's Association
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City of Rochester
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- Grace Tillinghast
Eastman Kodak Company
- Mel Walczak
Monroe County
- Robert Wayland-Smith
- Anne G. Whitman
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