



IMAGINE MARQUETTE: RE-CREATED

CITY OF MARQUETTE
ARTS AND CULTURE
MASTER PLAN
2014



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IMAGINE MARQUETTE RE-CREATED

THIS PLAN WAS APPROVED BY THE MARQUETTE CITY COMMISSION AND INCORPORATED INTO THE CITY OF MARQUETTE COMPREHENSIVE MASTER PLAN BY REFERENCE ON JULY 14, 2014.

PREPARED BY
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THE PURPOSE OF THIS PLAN: The City of Marquette requested support in developing a strategic Arts and Culture Master Plan. This Master Plan is designed to define the City’s role in supporting arts and culture and the role of arts and culture in accomplishing the City’s broader goals, including its relationship with regional development. There were five project outcomes identified:

- Identify cultural assets, needs and opportunities.
- Gather input from all major stakeholders.
- Develop initiatives, goals and strategies.
- Define roles for the City Department and Advisory Committee.
- Recommend a 10-year master arts and culture plan.

THE STEERING COMMITTEE: The Steering Committee of community leaders, arts and culture leadership, City Commissioners’ office, City Arts and Culture Advisory Committee, City Arts and Culture Division and creative business enterprises was formed to oversee and support the planning process. Tiina Harris, Community Services Manager, Arts and Culture, and Karl Zueger, Community Services Director, facilitated the process.

CONSULTING TEAM: The Steering Committee’s Executive Committee worked very closely with the consulting team of Tom Borrup and Christine Harris on the various drafts of this plan.

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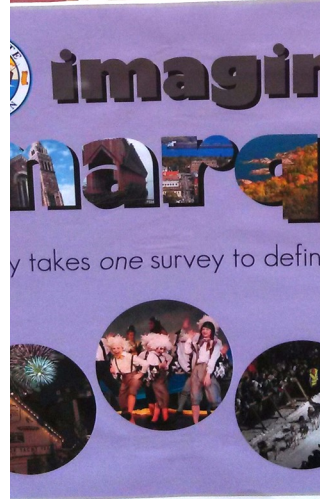
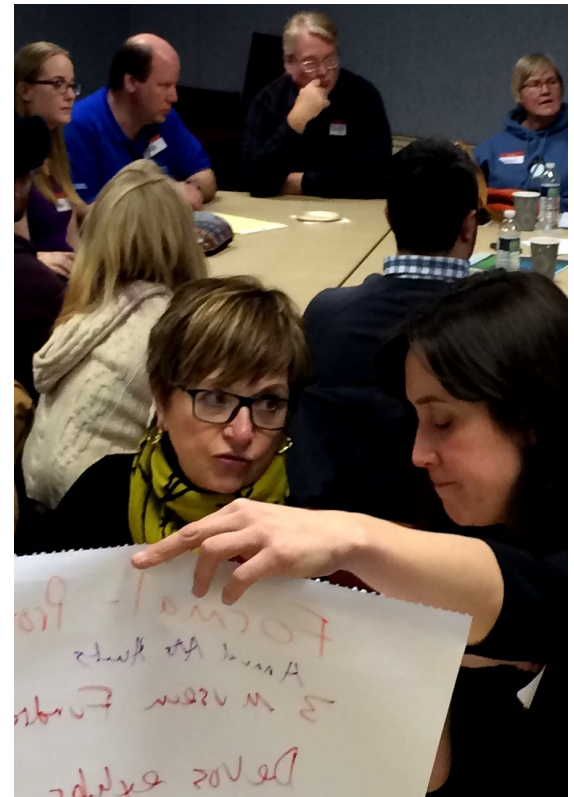
STEERING COMMITTEE’S EXECUTIVE COMMITTEE:

Walt Lindala (<i>chair</i>)	Great Lakes Radio
Michelle Butler (<i>co-chair</i>)	Vango’s Restaurant
Sara Cambensy	City Commission
	Marquette Area Public Schools
Karl Zueger	City of Marquette
Tiina Harris	City of Marquette

STEERING COMMITTEE’S AT-LARGE MEMBERS:

Gail Anthony	Marquette Co. Community Foundation
David Bashaw	Marquette Senior High School
Carrie Biolo *	
Pat Black	Marquette Co. Conv. & Visitors Bureau
Cheryl Bollero-Oberstar	Duke Life Point
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Carol Fulsher	Iron Ore Heritage Trail
Kristine Granger *	Rock Street Community Dark Room, Oasis Gallery
Matt Gougeon	Marquette Food Co-op
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Barb Kelly	Marquette Beautification and Restoration Committee
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CITY OF MARQUETTE ARTS AND CULTURE MASTER PLAN

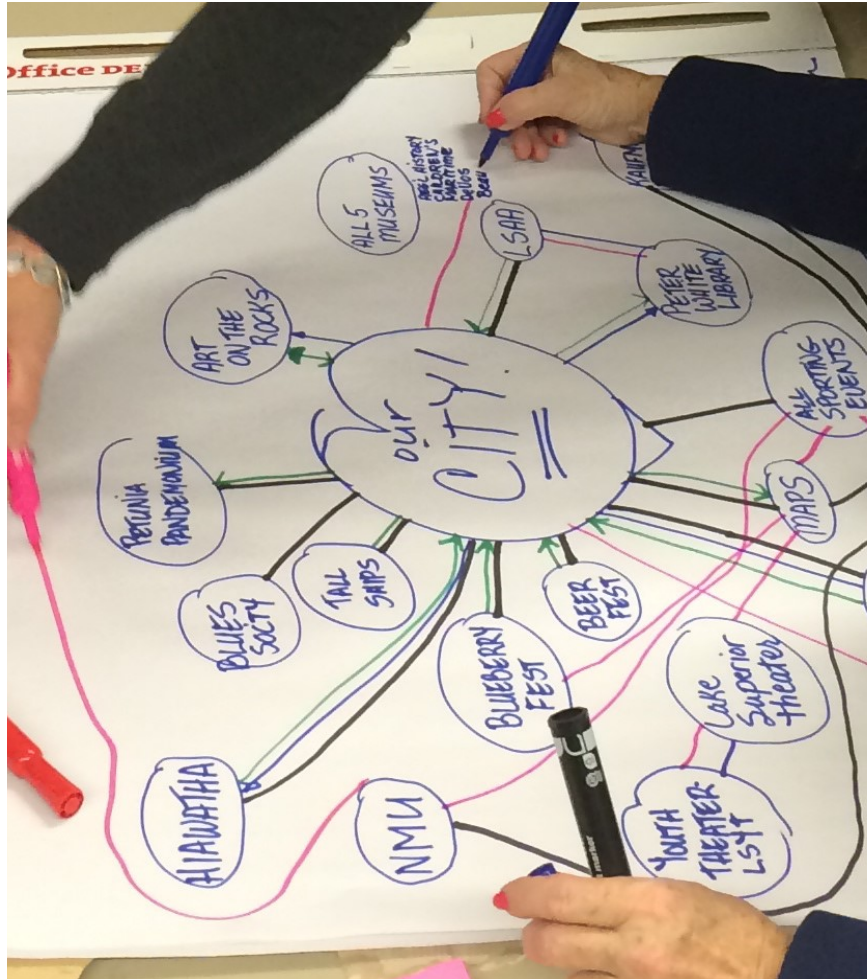


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EXECUTIVE SUMMARY

The continued leadership and investment of the City of Marquette in its arts, cultural and creative assets is critical to nearly every aspect of life in the community. This plan recommends a range of initiatives and ongoing activities that reposition the City's role and bring it into a higher level of partnership with other players in the city and surrounding areas. The plan calls for ramping up the City's role in building on its creative economy. It also calls for new partnerships to maintain and build a robust creative and cultural scene—one that serves to grow and refresh local talent and to attract and retain important creative and business talent from other places.

New demands on the City of Marquette's small arts and culture staff during the past several years, together with a 20-year-old cultural plan, prompted the City to conduct a comprehensive cultural planning process in 2013. Under the supervision of Community Services Director Karl Zueger and Arts and Culture

THIS PLAN CALLS FOR...

... RAMPING UP THE CITY'S ROLE IN BUILDING ON ITS CREATIVE ECONOMY

... NEW PARTNERSHIPS TO MAINTAIN AND BUILD A ROBUST CREATIVE AND CULTURAL SCENE

Manager Tiina Harris—and with guidance of a City Commission-appointed Arts and Culture Advisory Committee—a consulting team was identified. Christine Harris of Milwaukee and Tom Borrup of Minneapolis were engaged to facilitate planning and produce a plan.

Consultants began in October 2013 and conducted a robust process, starting with formation of a 25-member steering

committee representative of a wide spectrum of arts, business, education, heritage, philanthropy and professional sectors. The committee was co-chaired by Walt Lindala, a radio news director and practicing musician, and Michelle Butler, a leading community restaurateur and civic volunteer. Planning included numerous focus groups, dozens of interviews and two very well attended (despite extreme cold weather) public meetings. The research also included an extensive public survey (with an outstanding 617 responses), a broad-reaching artist survey (with 168 respondents) and compilation of a creative community inventory. In addition, consultants reviewed previous city and county planning documents, including the 1993 arts and cultural plan, and they researched other U.S. cities of similar size and attributes – including distance from larger cities, presence of a higher education institution and active arts and cultural communities.

Borrup and Harris brought to the process an expanded definition of arts and culture that includes heritage, recreation, the natural environment, cuisine and food production and for-profit creative enterprises, as well as the many public celebrations and community-wide activities practiced in Marquette. Additionally, the consulting team came with extensive experience in local creative economic development, focusing on the value generated directly and indirectly by the creative sector (both nonprofit and for-profit), heritage and quality of life. In addition to the economic activity these assets produce directly, they help nurture, attract and retain people who seek to personally and professionally invest in Marquette.

The plan drafted by Harris and Borrup was vetted with the cultural planning steering committee, city staff and key leadership; it was presented for review and approval to the Marquette City Commission in June 2014.

There are two major areas of focus in the plan. ...

THE TWO MAJOR INITIATIVES ARE:

A RENEWED AND REPOSITIONED ROLE FOR THE CITY OF MARQUETTE...

...that fosters an environment supportive of artists, organized arts and cultural activity; partnerships across institutions and sectors; and creative enterprises. Over the first few years, renaming and repositioning an Office of Arts, Culture and Creative Economy includes placing greater emphasis on information and facilitation and support services for capacity building, rather than directly producing public programming. Critically, it also calls for acquiring and interpreting data that measures and tracks the contributions of arts, culture, heritage and creative enterprises to the local economy. It also calls for the City to take a greater role in bringing together community leaders to form new partnerships and collaborative efforts that address arts in education; promotion and marketing; and other services that better enable cultural and heritage organizations, artists and creative entrepreneurs.

FORMATION OF A MARQUETTE AREA PARTNERSHIP OR ALLIANCE...

...representing a wide spectrum of leaders (like the planning steering committee) to build a common calendar, devise and ultimately carry out joint marketing and other services and programs that serve cultural producers, audiences and participants in the wider Marquette Micropolitan Area. A broader private-sector/public sector alliance is required for a successful cultural, heritage and creative business community. Developing sustainable funding and long-term infrastructure will be critical to a successful result.

Within these broad initiatives, the plan includes detailed goals, strategies and action steps to guide an ongoing work plan for city staff and policy makers and for the wider cultural community. A successful community cannot rely solely on its municipal structures to meet all its needs. Active leadership and participation from the voluntary, nonprofit and business communities, working with local government, will be essential.

The creative industries in Marquette deliver significant economic value to the area. The artist survey and the creative community inventory **estimated \$7–\$10 million in annual revenues**, which is very conservative based on voluntary information. This revenue figure would be much higher with a formal measurement of creative enterprises that included revenues, wages and size of workforce. This information should propel action that includes the creative community in all community and economic development planning.



PHOTO BY JEN FRAZIER.

MARQUETTE AND THE SURROUNDING REGION ENJOY ENORMOUS CREATIVE, CULTURAL, NATURAL AND EDUCATIONAL ASSETS. TOGETHER, THESE ASSETS FORM THE CORE OF THE KIND OF QUALITY OF LIFE AND STABLE ECONOMY RARELY SEEN AMONG OTHER CITIES AND REGIONS OF THIS SIZE, ESPECIALLY IN THE POST-INDUSTRIAL MIDWEST. The economic impacts of the cultural and creative industries in Marquette are likely far more than generally known—and they can be measured.

Their impact on the educational and quality of life experiences of residents and on the psyche and well being of the community are vast and immeasurable.

INITIATIVE 1 THE CITY'S COMMITMENT TO SUPPORTING A ROBUST CULTURAL LIFE AND CREATIVE ECONOMY WITH AN EMPOWERED ARTS AND CULTURE OFFICE IS CRITICAL FOR A VIBRANT, ENGAGED AND SUSTAINABLE COMMUNITY.

GOAL 1 RETAIN AND REFRAME THE CITY'S ROLE IN SUPPORTING ARTS AND CULTURE; RENAME TO CITY OFFICE OF ARTS, CULTURE AND CREATIVE ECONOMY.

- Measure and communicate the economic value and economic contribution of the creative industries throughout the City and the Region.
- Focus efforts on providing access to resources and services that help strengthen the role of the arts, culture and creative sector.
- Establish a long-term strategic policy for all City-owned arts and culture facilities and City owned or developed art.
- Develop an appropriate infrastructure to support the revised mission and program delivery of the Office of Arts, Culture and Creative Economy

GOAL 2 SUPPORT AN ACTIVE, ENGAGED COMMUNITY OF HEALTHY, LIFELONG LEARNERS.

- Continued commitment to the young and old, people of all ages, cradle-to-grave active learning.
- Continue the strong nurturing of the high spirit of volunteerism and philanthropy.

GOAL 3 ENSURE AN ATTRACTIVE, SUPPORTIVE AND SUSTAINABLE ENVIRONMENT FOR ARTISTS AND CREATIVE BUSINESSES.

- Provide an appropriate environment for artists, cultural organizations and other creative entrepreneurs to make a sustainable living and to contribute to the social and economic wellbeing of the community.

INITIATIVE 2 A REGIONAL PARTNERSHIP THAT FOSTERS COMMUNICATION AND COLLABORATION ACROSS THE MARQUETTE AREA'S ARTS, CULTURE AND CREATIVE SECTOR WILL INCREASE THE CONTRIBUTION AND VALUE OF MARQUETTE'S CREATIVE ASSETS.

GOAL 1 DEVELOP COLLABORATIVE MARKETING AND PROMOTIONAL EFFORTS THAT INCORPORATE THE BREADTH OF CULTURE AND CREATIVITY IN MARQUETTE AREA WITH A STRATEGY THAT CONNECTS TO AND INTEGRATES THE EFFORTS OF CITY, NMU, DUKE LIFEPOINT, DDA, MARQUETTE COUNTY CVB AND OTHERS.

- Under the direction of the Steering Committee Chair and the City Arts and Culture Advisory Committee, form a Culture and Creative Community Task Force. Its purpose would be to determine a strategy for implementing and promoting a Marquette area arts, culture and creative activities calendar. This Task Force should determine if the current Marquette County CVB calendar could serve as the template.
- After the calendar activity is developed, review other opportunities for area-wide collaboration and partnership for the strengthening of the creative community, such as collective marketing, ticketing services, coordinated back office support or coordinating and sharing facilities.

GOAL 2 DEVELOP ESTABLISH A FORMAL MARQUETTE AREA CULTURE AND CREATIVE ALLIANCE, KNOWN AS MACCA

- Determine a vision and mission statement for the Alliance, along with priority strategies and goals. Establish initial start-up funding for paid management
- Manage the coordinated calendar, joint marketing and other activities described above *...cont'd...*
- Review respective strategic plans of MACCA organizations and look for opportunities where the creative community may enhance their objectives
- Present a 'state of the arts, culture and creative community'

report annually to the foundations and other philanthropic donors to arts, culture and heritage. Include activities, economic impact/value, financial picture, list of activities and how they connect with each other, etc.

GOAL 3 FOSTER AN INTEGRATED STRATEGY FOR COMMUNITY FESTIVALS AND CELEBRATIONS.

- MACCA would also establish a coordinated community celebration strategy to maximize cost-effectiveness and civic engagement.
- Work with the City to establish shared services, transparent procedures and equitable subsidies.
- Construct a feedback mechanism to evaluate community activities so that the public has input in all community activities.

EXPANDED DEFINITION OF ARTS AND CULTURE

...THAT INCLUDES HERITAGE, RECREATION, THE NATURAL ENVIRONMENT, CUISINE AND FOOD PRODUCTION AND FOR-PROFIT CREATIVE ENTERPRISES, AS WELL AS THE MANY PUBLIC CELEBRATIONS AND COMMUNITY-WIDE ACTIVITIES PRACTICED IN MARQUETTE.

GOAL 4 CONTINUE TO ENGAGE THE PUBLIC IN DIALOGUE ABOUT THE FUTURE OF ARTS AND CULTURE IN THE MARQUETTE AREA

- Analyze and publicize public survey, artist survey and economic information with the community's arts groups and other community agencies.
- Survey the public every three years to understand what residents value, how they participate and what they would like to see happen regarding arts and culture. This can also measure satisfaction with progress.

GOAL 5 ESTABLISH COMPREHENSIVE TALENT DEVELOPMENT, ATTRACTION AND RETENTION PLANS.

- Develop a creative enterprise intern program for current creative businesses to give NMU students experience in a local business, as well as provide specific workshops designed to teach them how to run a business and the advantage of locating in Marquette.
- Work with City Office of Arts Culture and Creative Economy to launch a creative enterprise career fair for high school students, taking them around the creative community and articulating various career options.
- Establish a creative enterprise incubator with NUM, Accelerate UP, Duke LifePoint, mining companies and others using space in the former hospital building.
- Initiate professional development opportunities for NMU artists to keep people in area and learn business development.

GOAL 6 INTEGRATE ECONOMIC DEVELOPMENT PLANNING FOR ARTS, CULTURE, CREATIVE ENTERPRISE AND HERITAGE WITH DOWNTOWN DEVELOPMENT, HISTORIC PRESERVATION, REGIONAL FOOD HUB DEVELOPMENT AND AREA-WIDE ECONOMIC PLANNING.

- Ensure that leadership of the creative sector is represented at leadership tables.
- Review current thinking on best practices in creative placemaking (i.e. ArtPlace America, Kresge Foundation, NEA) and make recommendations for incorporating these practices into area economic planning.
- Ensure that the current City and County plans includes the role of arts and culture in economic development by representing the creative sector at regional and local planning and development tables.
- Seek out funding opportunities for supporting economic development and creative placemaking initiatives through state of Michigan, ArtPlace, NEA, Kresge and others.



INTRODUCTION

BACKGROUND

THE RESEARCH PROCESS

I. INTRODUCTION

A. GOAL In today's climate, developing a strong, interconnected and sustainable regional economy with the creative sector as a full partner is necessary to ensure a viable and vibrant future for Marquette residents, businesses and visitors. The goal of this Arts and Culture Master Plan is to provide a roadmap for the successful implementation of a new 10-year strategic direction for the City of Marquette and for its cultural and creative community to become a full partner in the social and economic life of the region. This plan also connects to the broader goals of the City and the cultural community and includes partnership opportunities across the region that will strengthen the City's arts, culture and creative community.

B. IDENTITY REPORT An Identity Report was developed to reflect on what makes Marquette unique, how the community defines the character of Marquette and where the community sees itself going. This formed an important core for the consultants' broader recommendations.

The summary paragraph reads: Marquette's future will be firmly embedded in the strengths and assets that have brought it this far. Capitalizing on the community's distinguishing assets and characteristics of creativity, Marquette will yield a quadruple return: improving the community's social, economic, creative and environmental capital. The people of Marquette will continue to inspire, educate, sustain and care for the values they cherish. These values include reverence for natural surroundings, an interdependent self-reliance, respect for history, living authentically and pride in community accomplishment. Marquette will invent what it needs when it needs it. As a resilient, practical yet visionary community, Marquette will walk its path in its own unique way. Marquette is a genuinely authentic community and will not waver from that as it creatively imagines its future. **THE FULL IDENTITY REPORT CAN BE FOUND IN APPENDIX A.**

II. BACKGROUND

A. ARTS AND CULTURE PLANNING The last arts and culture master plan was completed in 1993, following the 1990 The Vision of the Future, A Strategic Plan for the City of Marquette. The purpose of the 1993 plan was to "survey the current condition of the arts and culture community in Marquette and to identify and to prioritize the needs and collaboration necessary to achieve a shared vision." This plan followed the appointment of an Arts and Cultural Committee by the City. The initiators of the plan believed that community "support for cultural activities must be deepened and strengthened."

The plan defined culture broadly: "to include not only the arts but also those aspects of life that enhance its quality or prompt us to greater reflection." The plan also noted "culture comprises our common heritage and offers rich avenues of expression." The plan identified Marquette as a regional center for Michigan's Upper Peninsula with a central dynamic its relation to the landscape.

At the time of that plan, the 30-plus arts and culture organizations identified were insular in their programming, presentations and operations and considered by some as elitist. One of the key findings of this plan was "the lack of an effective umbrella organization to create and foster the interaction necessary for sustained growth and continued economic viability." This plan determined that the existing umbrella organizations were unable to coordinate and resolve conflicts; there was a lack of collaboration among the arts and culture groups limiting programming and fiscal effectiveness; the arts groups were perceived as fragmented without a strong commitment to community needs; organizations lacked the resources to develop and implement long range plans; there was a lack of adequate space, money and other resources for individual artists; and regional, state and national funding sources were diminishing.

The 1993 plan also concluded that the community didn't recognize the role and value of the arts, that placement under Parks and Recreation "seems out of character," arts and culture is not at the planning table for land use or public space development, there was a lack of an equitable working relationship with Northern Michigan University (NMU), and there was a lack of investment in a comprehensive community plan for arts and culture. The plan suggested that a facility for arts and culture be incorporated with the proposed combined site for the Peter White Public Library and the Historical Society.

The discussion on facilities in the 1993 plan indicated that there was an absence of facilities because of how booked the Kaufman and Forest Roberts were and a need for a publicly supported multi-use facility because no one group could justify the cost of owning its own facility.

Specific recommendations of the 1993 plan were to begin cooperation and collaboration within the arts and culture community, provide a comprehensive community calendar, provide a "sampler" program, develop a volunteer recruitment program, develop criteria within the philanthropic community for supporting arts and culture and provide a central point of contact for facilities rentals and to project facilities needs. The plan indicated that implementation of the recommendations should be spearheaded by the Arts and Culture Committee and that there be an annual report on cultural development.

Additional suggestions presented by the plan include: supporting arts education in the schools, collaboration is critical, arts leadership needs to be strengthened and to explore the rationale for an arts and culture center resource.

Objectives included:

- Identify the need and capacity for a multi-purpose arts, cultural and entertainment facility.
- Initiate an economic development plan to support arts and

culture and expand congruent business opportunities.

- Develop a comprehensive arts and culture plan.
- Develop a plan for strengthening the leadership of arts and culture institutions as well as expanding volunteer capacities.

This plan focused heavily on a pending merger of the PWPL and the Historical Society and what that could foster with respect to cooperation and collaboration, common visioning, expanded audience attraction and economic planning. This merger and/or a joint facility development did not materialize.

B. CITY PLANNING The City of Marquette Arts and Culture Division became an official department of the City in 1996 and the Arts and Culture Center was relocated to the Peter White Public Library in 2000. The Center is a regional hub of arts and culture activities and provides for the following services: workshops, exhibits, community arts projects, retail gallery for regional artists, performances and events, meeting space for arts organizations, city arts calendar and coordination of local festivals.

Marquette has received many awards based on its commitment to arts, culture and heritage amenities. These include:

- 2011** Top five places to retire, top 200 towns for sportsmen, top micropolitan, Peter White Public Library National Medal for Museum and Library Service.
- 2010** Ten best small cities to raise a family, top performing entrepreneurial community, bicycle friendly city, top dozen distinctive destinations for historic preservation.
- 2008** Top 10 Michigan travel destination, recognition for natural beauty and quality of life.
- 2004** One hundred best small art towns in America, designated "walkable city," ArtServe Governors Award for achievement.

The 2004 City Master Plan is in the process of being updated. The master plan had seven goals: create and preserve viable and livable neighborhoods; develop a historic and diverse downtown; create an efficient, functional and connected transportation system; make Marquette a walkable community; foster economic diversity and a family sustainable workplace; promote Marquette's all-season quality of life as a premier winter city; and protect Marquette's natural resources. There was no specific goal addressing arts and culture, but many of the cultural venues were referenced.

On the City's website is an economic development community assessment presentation (could find no date) that lists the leading industries as health care, mining, education and tourism, with up-and-coming areas that include professional/scientific/technical,



information and administrative support. The business survey connected to this assessment gives a positive perception to downtown, the environment and the people. With respect to economic development objectives, downtown was ranked highest at 4.5 with tourism close

behind at 4.3; arts and culture was sixth at 3.8. Targeted industries for development included professional/scientific/technical services, artisanal foods, arts and information, health care, education and tourism. This assessment recommended that the city plan include "entrepreneurship and acceleration—to nurture, retain and attract creative people and professionals who will start and grow businesses."

Also on the website is a Community Economic Development Capacity Assessment dated October 2012, prepared as an initial step in the economic development planning process. It recognizes that there is no separate economic development department in the City structure. Observations from this assessment include:

- "The arts have become a major force in downtown revitalization and have helped create the 'sense of place' that

draws residents and keeps them in the community. Art is one of the growing business sectors for which Marquette has a competitive advantage."

- NMU is considered an important contributor to the culture of the community and to generating a talented workforce.
- The arts community "is concerned that budget constraints will result in less funding from the City."
- One element of the City's economic development plan is to "continue to strive to be a destination city that incorporates specialty products and talents, and works to be an educated workforce that encourages vibrant entrepreneurship."
- Marquette is an entrepreneurial community, which is also attracting affluent older residents and retirees, who are the highest ranked demographic for starting new businesses.
- Many independent businesses in Marquette are ahead of the curve with regard to internet sales.
- Downtown is considered "an outstanding destination," with the Downtown Development Association getting good reviews; arts are considered to play a critical role in downtown vitality.
- While Lake Superior Community Partnership is ostensibly the regional economic development agency, in fact it does not have the confidence or support of the City of Marquette and other Upper Peninsula communities and there seems to be confusion as to the economic development role among all of these agencies.

A five-year Parks and Recreation Plan was completed November 2011 for 2011–2016. The Arts and Culture Department is a division of Parks and Recreation. There is a section in the plan that describes the cultural, natural and historic resources of Marquette, which the plan said profoundly influence the quality of life. There is a description of the major cultural facilities and venues, including those on the NMU campus. The City leases approximately 5,000 sq. ft. in the Peter White Public Library, which includes office space for the Arts and Culture Community

Services Manager and staff. The plan recognizes that there are very few spaces specifically designed as creative areas for arts in classroom, workshop or studio form. There is a partial listing of the cultural organizations in Marquette.

The plan's description of the historical assets mentions the "great historical wealth in terms of architecture and historic sites." It recognizes that many buildings are unique due to their cultural or historical significance. Equally important to Marquette's quality of life are its natural resources, which are described as outstanding.

There is description of facility needs, but no mention of additional or renovated cultural facilities with the exception of the "low" priority of some capital improvements at the Arts and Culture Center.

With respect to the Parks and Recreation public survey: 64 percent said they needed historic sites and museums, which also ranked sixth in facilities that are most important to households; 60 percent said they had a need to attend live theater and concerts and special community events; 51 percent participate in theater/dance/visual arts; and 29 percent would participate in more live theater and concert programming if it were available.

The plans involving the Downtown Development Authority include the 1996 Development Plan (on the City website) and Parking Demand Analysis, the Development Plan and Tax Increment Financing Plan 3 (2011) and Timeline for DDA TIF Plan

“THE ARTS HAVE BECOME A MAJOR FORCE IN DOWNTOWN REVITALIZATION AND HAVE HELPED CREATE THE ‘SENSE OF PLACE’ THAT DRAWS RESIDENTS AND KEEPS THEM IN THE COMMUNITY. ART IS ONE OF THE GROWING BUSINESS SECTORS FOR WHICH MARQUETTE HAS A COMPETITIVE ADVANTAGE.”

- COMMUNITY ECONOMIC DEVELOPMENT CAPACITY ASSESSMENT, OCT 2012

Amendment (2011), with the latter two on the DDA website. These plans relate to the geographic make-up and financing of the area versus a marketing or overall strategic plan. The DDA has been involved with Third Street Corridor, development of the Marquette Commons, and exploration of an historic district designation. This designation was started and then shelved.

Currently, draft 5.0 of the Third Street Corridor Sustainable Development Plan is posted on the City website. The purpose of the plan is to "enhance and support placemaking efforts for the creation of a vibrant, resilient, mixed-use corridor that links downtown Marquette with NMU and surrounding neighborhoods." The specific goals are to provide more transportation choices, promote equitable and affordable housing, enhance economic competitiveness, support existing community and neighborhoods and leverage investment.

While this plan looks at placemaking in a creative way, and highlights some opportunities for creative signage, mural and building painting, this plan could go further and pro-actively integrate arts, culture and other creative activities investment to generate neighborhood vibrancy and stimulate economic activity. The recommended artistic visioning is rather superficial and doesn't appear to have fully engaged the artistic community at NMU or within the City.

In 2011 there was a "checklist" review of the master City Plan and it was recommended that it be amended. With the current City plan in process, the public workshops held to date included arts and culture observations recommending maintaining unique identity, maintain community festivals, cultural opportunities for all and more public art integrated with public spaces.

C. THE CITY ARTS AND CULTURE DIVISION

The City's Arts and Culture Division was created in 1996 as a part of the Community Services Department in City of Marquette administration; the formation of the Marquette Arts and Culture Center in the lower level of the Peter White Public Library occurred in 2000. The mission as published on the City of Marquette's website reads:

The City of Marquette Arts and Culture Division serves to encourage, develop and facilitate a rich environment of artistic, creative and cultural activity in Marquette and acts as an umbrella organization for local arts and culture groups.

The mission as written in the document submitted by the Division to the Michigan Council for Arts and Cultural Affairs for the 2013-2014 season reads:

The Marquette Arts and Culture Division's mission is to encourage, develop and facilitate an enriched environment of artistic, creative and cultural activity.

There are differences in the above mission statements that directly affect the perception, priorities and workload of the Division.

The division is housed in and runs the Marquette Arts and Culture Center, three galleries and workshop space in the lower level of the Library. These provide the following services: workshops, art exhibitions, community art projects, a retail gallery for regional artists, performance events, meeting space for arts organizations, an arts calendar, partnerships with local artistic associations and coordination of national and local heritage festivals.

Over time, the division has been responsible for a wide variety of activities from commencing new projects and programs, including the development and eventual spinning off of the youth children's theater; to providing artist development workshops and resources; to managing the Marquette Arts and Culture Center; to curating and presenting exhibits in the Center as well

as concerts in the Library's community room; to presenting festivals such as the Halloween Spectacular. The City does not have a public arts policy in place. The focus of this Division has shifted over time based on the direction of the City Manager, the focus of the Arts and Culture Advisory Committee and the talents and skills of the Arts and Culture Manager.

The Manager of the Arts and Culture Division has been assuming the responsibilities of both curating and administering all public exhibits/performances that the Division undertakes, managing the Center, managing the staff and interns available and representing the City in regional arts and cultural activities.

There is an Arts and Culture Advisory Committee appointed by and reporting to the City Commissioners with the responsibility to oversee and help develop the agenda for the City's involvement in arts and culture. The budget for Arts and Culture within the Community Services Budget is \$243,115 from the General Fund.

Some of the challenges for the City's arts and culture activities include: mixing the curating role with the administrative policy role, working with the practical reality that artists and audiences do not recognize municipal boundaries, responding to changing political priorities without a clear compass to guide their efforts and not being effectively represented at community leadership tables.

What the City could be doing to better strengthen the arts and culture community is making a clear economic development case for arts and culture and advocating this case, building partnerships among the big and small players, strategic administration of City resources across the full range of cultural activities, and promoting the full range of available arts and culture activities.

The future role of the division and the Arts and Culture Advisory Committee is being reviewed as part of this arts and culture master plan process.

III. THE RESEARCH PROCESS

A. METHODOLOGY The research methodology included four visits to Marquette, individual and small group interviews, focus groups, a public online survey, an artist online survey, attending Winter Market, a public visioning session, direct visits to creative businesses and driving across the community. This process included meeting with arts, culture and creative community stakeholders; community leaders; recreational and tourist organizations; economic development organizations; artisan food organizations; and several City departments.

B. ASSETS AND CHALLENGES Based on collating the interviews, focus groups and surveys, a list of assets for the community and arts and culture, as well as challenges for the community and arts and culture, were identified. This list can be found in Appendix B.

In summary, the community assets can be categorized as: the natural surroundings, the special lifestyle and commitment to healthy community engagement at all ages, a wild and inventive spirit. The arts and culture assets can be categorized as: the relationship between the natural surroundings and creative expression, a lifestyle that artists love to call their own, the importance of arts to revitalization of downtown, Northern Michigan University, Duke LifePoint and the development of creative for-profit businesses.

The community challenges were listed as: location of new hospital, relationship with NMU, future use of the harbor and the ore dock and a growing senior population. The arts and culture challenges were seen as: identifying the role of the City, the Arts and Culture Advisory Committee, and the MACC; marketing the arts; increased awareness of arts and culture activities; cost of working and living downtown; and not being at the community development table.

C. THE PUBLIC SURVEY

1. INTRODUCTION Surveying the public has been an important part of City planning activities in Marquette. As part of the Master Arts and Culture Plan, a public survey was conducted. The purpose of the survey was to understand citizen's thoughts on living in the Marquette Area and the current artistic and creative offerings, and what they would like to see in the future. The survey was administered through the City of Marquette's Arts and Culture Division. Tiina Harris, the Community Services Manager for Arts and Culture, managed the survey process. The survey was distributed February 5 and closed on March 7. There were an impressive 617 responses to the public survey.

2. PROFILE OF SURVEY RESPONDENTS Over 60 percent of the survey respondents were from the City of Marquette, with 65 percent being female. Given who is involved in the arts community, it was no surprise that 55 percent were over 55 years old. There is a high degree of learning throughout the Marquette community; 46 percent had a four-year degree and 33 percent had a graduate degree. The population mix of Marquette was reflected in the survey, with 62 percent of the respondents living in one- or two-person households. Marquette enjoys a relatively stable and committed community of people who love to live here. Of the respondents, 35 percent have been in Marquette 31 years or more; 56 percent had household income of less than \$75,000.

3. SURVEY RESULTS The survey showed that the public ranks Marquette's natural and heritage assets as very important to living in the area. With respect to the public's interest and commitment to arts and cultural activities, a very high percentage of the survey respondents participate in arts festivals, the farmers market and public library events. Survey respondents believe that arts and culture offerings are very important to be offered in the Marquette area, with 90 percent wanting an accessible comprehensive online calendar and 87 percent wanting to ensure that arts education is supported in the schools. **THE FULL RESULTS ARE AVAILABLE IN APPENDIX C.**

D. THE ARTIST SURVEY

1. INTRODUCTION The purpose of the artist survey was to understand the profile of the individual artist community, how they do business in the Marquette area and what their needs are going forward. The survey was administered through the City of Marquette's Arts and Culture Division. Tiina Harris, the Community Services Manager for Arts and Culture managed the survey process. The survey was distributed in January and closed on March 15. There were an impressive 168 responses to the artist survey.

2. PROFILE OF SURVEY RESPONDENTS More than 53 percent of artists surveyed have lived and/or worked in Marquette for more than 16 years; 38 percent for more than 26 years. Some 58 percent are over 40 years old; 24 percent are less than 30 years old. The majority of artists have been practicing their art form for more than 11 years. More than 76 percent live in the City of Marquette; another 8 percent live in Marquette Township.

Some 51 percent of the artist respondents are visual artists; 13 percent are artisans/craftspersons; 11 percent are involved in music/audio arts; 9 percent are in design arts; 7 percent in literary arts; 4 percent in theater arts and dance; and 1 percent in film/video.

3. SURVEY RESULTS The survey showed that there are a wide variety of artists in the Marquette area. Most of them don't make a fulltime living with their art and consider themselves self-taught. More than 60 percent are self-employed and want to learn how to run better businesses.

These artists are interested in learning how to be better artists and run a better business. They want to improve their marketing, fundraising and business capacities.

The estimated income from the survey respondents was more than \$2.3 million annually. Many artists serve the wider Marquette area and 33 percent of them don't sell their art locally;

they have an international trade that brings import dollars to Marquette. **THE FULL RESULTS ARE AVAILABLE IN APPENDIX D.**



E. ARTS AND CULTURE INVENTORY

The City Arts and Culture Division, under the guidance of the consulting team, generated an arts and culture inventory spreadsheet. This inventory was designed to not only take a snapshot of the profile of the arts, culture and creative businesses, but also to serve as a template to continue recording the make-up of Marquette's creative community. The placement of the businesses into the various categories was based on the expertise of the City of Marquette Arts and Culture Division.

The inventory created this profile:

NONPROFIT ORGANIZATIONS:	COMBINED REVENUES:
9 museums/libraries	\$2.5 million reported from 7 of them
5 regional museums	\$350,000 reported from 2 of them
10 music organizations	\$720,000 reported from 7 of them
3 trail networks	\$1.5 million reported—total all 3
3 theaters	\$202,000 reported—total all 3
1 dance	no revenues reported
1 performance space	\$80,000 reported
9 festivals	\$61,000 reported from 2 of them
9 associations	\$27,000 reported from 1 of them
<hr/>	
50 TOTAL	\$5.44 million from 26 organizations
FOR PROFIT BUSINESSES:	COMBINED REVENUES:
5 media/film	\$800,000 reported from 1 of them
10 studios/galleries	\$530,000 reported from 3 of them
2 performance venues	no revenue reported
5 dance studios	no revenue reported
<hr/>	
22 TOTAL	\$1.33 million from 4 organizations

This inventory is just the beginning of a tool to both understand the make-up of the arts and culture community as well as to begin obtaining a better grasp of the impact of the creative community, from financial, workforce development and sales reach perspectives.

THE FULL INVENTORY IS AVAILABLE FROM THE CITY ARTS AND CULTURE DIVISION OFFICES.

F. COMPARABLE CITIES SUMMARY

COMPARABLE CITY EXAMPLES The U.S. Census data was used to identify Micropolitan Areas of similar size to Marquette, which has about 68,000 people. Those with regional populations ranging from 62,000 to 76,000 were selected; the comparison was then limited to those that included a large public university. The comparable areas were narrowed further to include only those whose geographic location put them at least two hours outside the range of a significantly larger city. Three cities emerged: Keene NH, Athens OH and Salina KS. Keene and Athens have populations of between 23,000 and 24,000 (compared with Marquette at just over 21,000) and Salina—although the smallest Micropolitan area—has a larger city population of over 47,000. All have active arts and culture communities and have formed area-wide nonprofit organizations to coordinate scheduling, promotion, economic impact studies and other services.

In Keene, Arts Alive! began in 2007 as a broad based, grassroots coalition to sustain, promote, and expand access to arts and cultural resources in the Monadnock Region. It was convened by individuals active in the arts community to plan for collaboration that includes programming, fundraising, and other activities of mutual interest. Arts Alive! was incorporated in 2009 and received its 501(c) 3 tax-exempt status. An 18-member board of directors from a variety of artistic backgrounds and business affiliations drawn from the Monadnock region governs the organization. The Board list reads like a Who's Who of major civic, business and cultural leaders and the list of participating organizations is extensive and inclusive. Arts Alive! provides a robust online calendar of region-wide events, conducts research around the economic development role of the arts and produced a comprehensive study of facility resources and needs.

In addition to a Municipal Arts Commission within the City of

Athens, the Athens Area Arts Council was formed in 1998 as a nonprofit arts organization and is staffed entirely by volunteers. Its goal is to integrate the artistic resources of the Athens area into the educational system, local economy and community culture. AAAC is an active advocate for public art and sponsors artistic performances and events that broaden the community exposures to the arts including visual art, film, music, dance and literature. AAAC also serves as a clearinghouse for information about the arts and provides support services to working artists.

Salina KS provides an aspirational case. It has a Micropolitan population of 61,700 but a city population of 47,700 and a University of 23,500. Salina is similarly located at a considerable distance from a major city. The size of the population within the

city limits provides a larger resource base for Salina Arts and Humanities, a municipally operated arts agency, formed in 1996. Remarkable and visionary leadership have built an amazing agency. It has a city-paid staff of 15 and a budget of more than \$1 million. A companion 501c3 foundation leverages additional resources for the agency, which is a major player in public art and design, major community events, grants to local arts groups, services to artists and a city-operated art center.

THE FULL COMPARABLE CITIES REPORT CAN BE FOUND IN APPENDIX E.



GOVERNING PRINCIPLES,
VISION AND MISSION

KEY INITIATIVES
AND STRATEGIES



IV. GOVERNING PRINCIPLES, VISION AND MISSION

A. GOVERNING PRINCIPLES Protecting, respecting, integrating and celebrating the natural environment, historical assets, cultural traditions and creative spirit of the Marquette Area are the core of this plan. In these efforts, the community empowers the individual and collective sensibilities of its people while enabling more prosperous and fulfilling lives for individuals. Culture as defined in this plan incorporates traditionally classified artistic and culture activities along with food/culinary, gardening, heritage and knowledge transmission. The people of the Marquette Area share a holistic attitude toward historic and creative cultures and towards the multitude of ways people participate in individual and group activities in the outdoors, in cultural venues and in community life. This plan includes recommendations that the City of Marquette fully recognize the importance and inter-relatedness of these dimensions of engagement and more fully integrate these practices through its programs and services in recreation and culture.

B. PLAN VISION STATEMENT *Imagine Marquette: where the knowledge and traditions of its ancestors inform and propel the creativity and entrepreneurial spirit of today's residents and visitors; where newborns and newcomers, alongside elders and people of all ages, share opportunities to learn and to participate in community celebrations and civic responsibilities; where yesterday's buildings and industries serve the needs of tomorrow; and where new ideas and old ways stand side-by-side and blend to create synergy and innovation. The old and new, youth and elders, act in harmony as one united community. The spirit of creation springs continuously from the deep roots of the area's natural resources. Marquette continues to be created anew.*

**IMAGINE MARQUETTE:
RE-CREATED**

This is an opportunity for the City of Marquette, in partnership with its regional allies, to both continue and enhance its

commitment to strengthening and protecting its plentiful and well-regarded creative assets. Through strengthening these creative assets, nonprofit and for profit, the City will reap the rewards of engaging more of the community in lifelong activity, drawing more tourists, generating more small businesses, attracting and retaining young professional talent. In turn, this will give Marquette an attractive, sustainable creative community that is important to employers like Duke LifePoint, Northern Michigan University, the mining community and others.

These creative assets are as much a natural resource for Marquette as the shores of Lake Superior and the mines across the county. Marquette takes great pride in protecting and preserving its natural resources and community heritage. Creativity is a resource that needs protection and replenishing as the new currency of our age of human talent. Creativity fuels our capacity to express who we are, innovate our future and move our civilization forward. The return on investment for supporting these assets is a more inventive workforce, a more vibrant and growing community and continued business regeneration.

C. REVISED MISSION FOR CITY ARTS AND CULTURE

DIVISION: *The City of Marquette's Office of Arts, Culture and Creative Economy serves to support, facilitate and grow an empowered and vital arts, cultural and creative community. It will do this by being the bridge between the arts community and City resources and services, actively building partnerships between the arts community and region-wide organizations, helping the arts and culture community develop its professional and business skillset, advocating for the value and contribution of the creative community, providing a centrally located facility for convening and for arts activities and promoting City-wide engagement in creative activities.* **EFFECTIVELY, THE OFFICE WILL TRANSITION FROM BEING A PRODUCER OF ARTISTIC PRODUCT TO A HUB/CLEARING HOUSE PROVIDING RESOURCES AND SERVICES DESIGNED TO BUILD CAPACITY FOR THE EXPANSION AND STRENGTHENING OF THE ARTS, CULTURE AND CREATIVE COMMUNITY.**

V. KEY INITIATIVES AND STRATEGIES

A. KEY INITIATIVES

From the research, two major initiatives were generated. One represents the client, the City of Marquette, and the other represents a public/private partnership opportunity based on taking the broader perspective of regional impact.

1. THE CITY'S COMMITMENT TO SUPPORTING A ROBUST CULTURAL LIFE AND CREATIVE ECONOMY WITH AN EMPOWERED ARTS, CULTURE AND CREATIVE ECONOMY OFFICE IS CRITICAL FOR A VIBRANT, ENGAGED AND SUSTAINABLE COMMUNITY.

Rationale: There are a lot of creative enterprises and creatively oriented activities serving the greater Marquette area, and they are considered a significant asset to attracting businesses, talent, visitors and new residents to the Marquette area. It is in the City's best interest to ensure that this distinctive quality of life and economic asset continues to flourish.

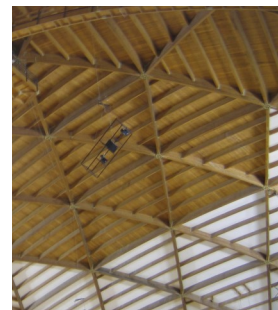


In addition, even with very rough numbers, the economic impact is profound – creative businesses and artists number in the hundreds and the reported sales from a portion of them are reaching over \$7 million annually. If fully reported, that number would be considerably higher and the calculated economic impact quite surprising.

Finally, the City continuing to invest in supporting the creative industries provides leverage for matching private investment as well as increased organizational capacity.

2. A REGIONAL PUBLIC-PRIVATE-NONPROFIT PARTNERSHIP THAT FOSTERS COMMUNICATION AND COLLABORATION ACROSS THE ARTS, CULTURE AND CREATIVE SECTOR, E.G. A MARQUETTE AREA CULTURAL AND CREATIVE ALLIANCE, WILL INCREASE THE CONTRIBUTION AND VALUE OF MARQUETTE AREA'S CREATIVE ASSETS.

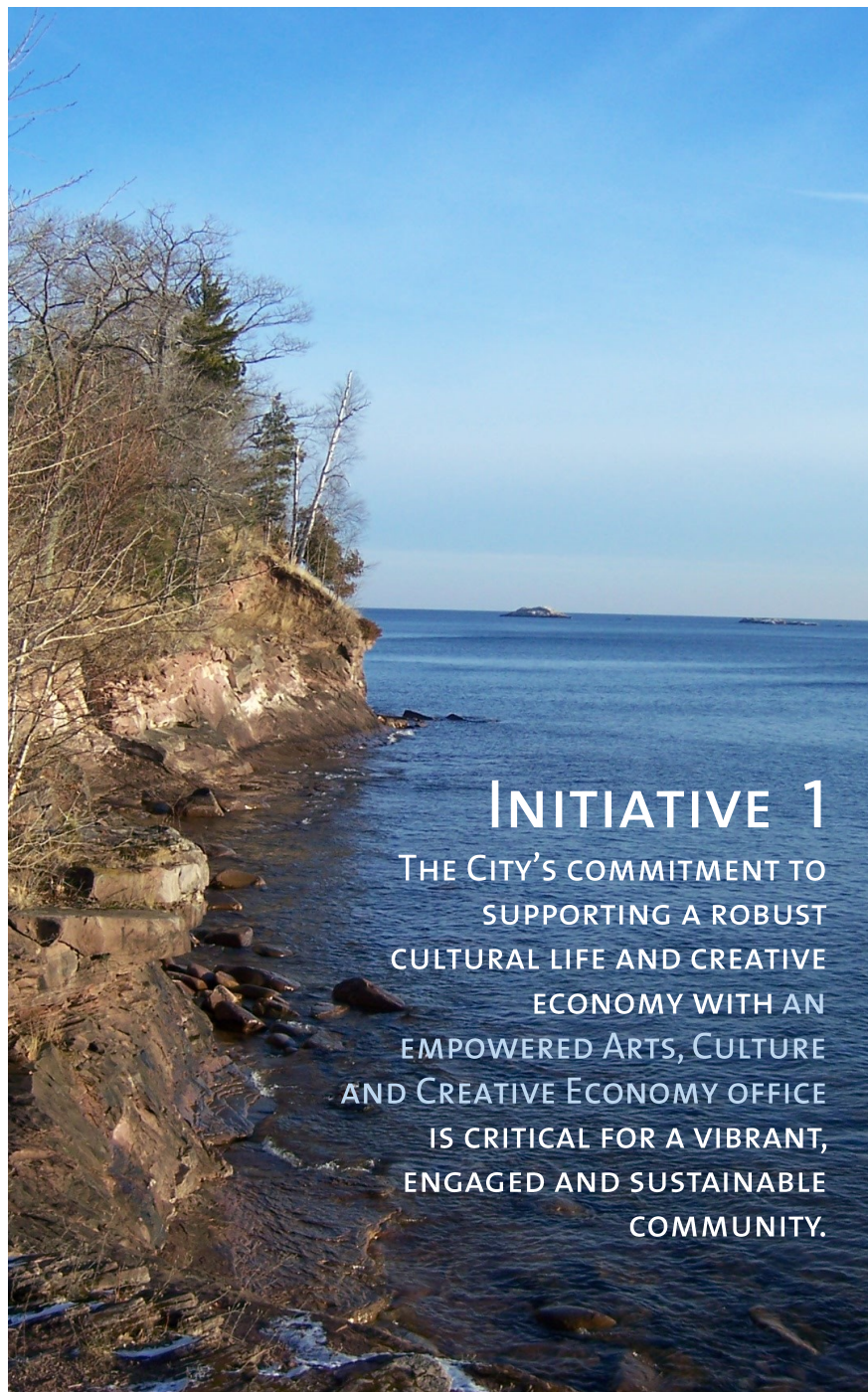
Rationale: The research, including the public and artist surveys, demonstrated a very strong interest in the creative community working more collaboratively for the greater good. There have been fragmented agendas operating for a long time and yet everyone recognizes the value of working together.



Creative enterprises don't pay attention to municipal boundaries and neither do audiences or visitors. With so many different municipalities, it is important to strategize on the bigger picture; what is good for the greater Marquette area is good for the City and vice versa. It is an integrated and interdependent ecosystem.

Also, because of traditional funding sources and financial reporting regulations, often for-profit businesses and nonprofit organizations don't relate well to each other. And yet, in the creative sector, there is opportunity for all to play well together for the greater goal of increased creative capacity and economic output for the Marquette area.

Discussion about such a regional alliance should include a review of long-term funding options, such as a government authority/ millage for sustaining the creative community, as well as a long-term structure such as forming a 501c3.



INITIATIVE 1

THE CITY'S COMMITMENT TO SUPPORTING A ROBUST CULTURAL LIFE AND CREATIVE ECONOMY WITH AN EMPOWERED ARTS, CULTURE AND CREATIVE ECONOMY OFFICE IS CRITICAL FOR A VIBRANT, ENGAGED AND SUSTAINABLE COMMUNITY.

GOAL 1: RETAIN AND REFRAME THE CITY'S ROLE IN SUPPORTING ARTS AND CULTURE.

STRATEGY A:

MEASURE AND COMMUNICATE THE ECONOMIC VALUE AND ECONOMIC CONTRIBUTION OF THE CREATIVE INDUSTRIES THROUGHOUT THE CITY AND REGION. THIS INCLUDES THE NONPROFIT ARTS ORGANIZATIONS, INDEPENDENT ARTISTS, AND FOR PROFIT CREATIVE BUSINESSES, AS DEFINED BY CURRENT CREATIVE ECONOMY DEFINITIONS.

RATIONALE: *The public survey respondents wanted to make sure that arts and culture are included in any community and economic development planning. Many focus group and interviewees were concerned that there has never been a comprehensive economic impact analysis for arts and culture and so City and regional leadership do not have a measured value of the sector's economic contribution. The artist survey and the creative community collated inventory estimated \$7–10 million annual combined revenues, which is a conservative estimate. Under rigorous measurement, this number would be much higher and would also translate into number of jobs in the creative workforce.*

RECOMMENDED ACTIONS:

- (1) Engage in partnerships with NMU, Michigan ArtServe, and others to measure the economic value of Marquette's creative industries – nonprofit arts, for profit creative businesses, and independent artists – to determine the value of revenue, number of jobs, and wages value across the creative economy.
- (2) Articulate the economic development rationale for arts, culture and creative economy including the attraction and retention of talent, that can be distributed to all appropriate planning agencies using the artist survey and asset inventory baseline data.

STRATEGY B:

FOCUS EFFORTS ON PROVIDING ACCESS TO RESOURCES AND SERVICES THAT HELP STRENGTHEN THE ROLE OF THE ARTS, CULTURE AND CREATIVE SECTOR. THIS INCLUDES HOW TO NAVIGATE ALL CITY POLICIES AND REGULATIONS RELATED TO CULTURAL ACTIVITIES, FINDING AND RENTING SPACES, PROFESSIONAL DEVELOPMENT SERVICES, AND COORDINATED PROGRAM STRATEGIES FOR ARTS EDUCATION AND THE SENIORS. THE OFFICE SHOULD TAKE ON AN ACTIVE ROLE AS A RESOURCE AND SERVICE PROVIDER AND ADVOCATE FOR THE CULTURAL AND CREATIVE SECTOR RATHER THAN AS A DIRECT PROGRAM PROVIDER. LINK THE SCOPE OF THE OFFICE'S WORK TO OVERALL CITY GOALS.

RATIONALE: *The City supports an Arts and Culture Division through its Department of Community Services. This division, through Tiina Harris and Karl Zueger's leadership, is highly devoted to its work, passionately dedicated to serving the artists and organizations of the creative community and diligent about advocating for support of the arts and culture sector. Focus groups and public survey indicated there is confusion as to the City's role in arts and culture, between the division and the Arts and Culture Advisory Committee (ACAC), and its focus in serving the artistic community. Sixty percent of the artists surveyed want workshops to improve their area of expertise and 46 percent want to learn how to improve their business skills.*

RECOMMENDED ACTIONS:

- (1) Spearhead ongoing strategic planning and advocacy for the City's arts, culture and creative sector.
- (2) Continually review City policies and regulations to ensure they are supportive of the arts and culture sector needs.
- (3) Develop and implement a strategy to provide resources and services that support the business development of the artists and arts organizations.
- (4) Review and manage all of the funding/fee options available to the arts and culture community, such as

promotional fund, KBIC funds and procedures for fee reductions/waivers, to develop a coordinated strategy that is clearly communicated and regularly updated to the creative community.

- (5) Revisit Marquette's opportunity for more historic building and historic district designation; explore historic tax-credit financing.
- (6) Revisit current active plans, such as Parks and Recreation and the 3rd St Corridor Plan, to discuss inclusion of the role of arts and culture in addressing their goals.
- (7) Measure the economic value of Marquette's creative industries—nonprofit arts, for-profit creative business and independent artists—to determine the value of revenue, number of jobs and wages value across the creative economy.

“THE ROLE OF ACAC IS VERY UNCLEAR.”
(ACAC MEETING, NOV. 2013)

STRATEGY C:

ESTABLISH A LONG-TERM STRATEGIC POLICY FOR ALL CITY-OWNED ARTS AND CULTURE FACILITIES AND CITY-OWNED OR DEVELOPED ART.

RECOMMENDED ACTIONS:

- (1) Assess existing facilities for arts and culture in Marquette and develop a long-term facilities plan for City of Marquette—what needs refurbishing, replacement, new development. Review capacity levels on an annual basis, keeping an eye on whether new facilities may be needed.
- (2) Develop and administer a public art investment policy for all buildings under the auspices of the City; help organize a City appointed Public Art Committee to administer the public art process.

STRATEGY D:

DEVELOP AN APPROPRIATE INFRASTRUCTURE TO SUPPORT THE REVISED MISSION AND PROGRAM DELIVERY OF THE OFFICE OF ARTS, CULTURE AND CREATIVE ECONOMY.

RECOMMENDED ACTIONS:

- (1) Revise the job description of the Director to reflect the reframed focus of the Division to include performance measures, access to community leadership tables, professional growth opportunities and articulated roles within community partnerships.
- (2) Be active in professional support organizations such as Americans for the Arts, ArtServe, Michigan Arts Council and all other applicable organizations; include membership and attendance at their events in the budget.
- (3) Review the handling of arts and culture activity requests across Community Services to see if there would be benefits in Arts and Culture Division collating all arts requests.

STRATEGY E:

CONTINUE TO OPERATE THE MARQUETTE ARTS AND CULTURE CENTER AS THE PHYSICAL LOCATION OF THE CITY'S ARTS AND CULTURE OFFICE. THE OFFICE'S ROLE IS TO SERVE AS A VISIBLE INTERFACE WITH THE ARTS AND CULTURAL COMMUNITY AND TO PROVIDE RESOURCES TO THE CREATIVE COMMUNITY, TO BE A CLEARINGHOUSE OF ACCESS TO CITY SERVICES, PERMITS AND REGULATORY INFORMATION.

RATIONALE: *The Center has served the artist community and is generally perceived as a strong asset based on focus groups and interviews. While most of the people who commented liked the location in the Public Library, there is some concern about its visibility and suitability in that location, and the focus of its activities. A physical center for the resources the City's Arts and*

Culture Department is providing is an important testament to a commitment by the City to support its arts and culture.

RECOMMENDED ACTIONS:

- (1) Partner with local nonprofits and artist associations to produce and increase programming; Arts and Culture staff to help develop curatorial committee for exhibition.
- (2) Provide communal meeting space for artists, workshop space for artists.
- (3) Serve as a resource location for the artists and arts organizations; provide a clearing house for information the creative community needs to better support and promote themselves.
- (4) Design policies for local art exhibits in city spaces, which includes a clear, congruent curatorial and juried strategy that the City Arts and Culture staff implements.

STRATEGY F:

RECONFIGURE THE ARTS AND CULTURE ADVISORY COMMITTEE. THE EXISTING COMMITTEE HAS HAD A CONFUSING AND EVOLVING RELATIONSHIP WITH THE CITY AND THE ARTS AND CULTURE DEPARTMENT OVER TIME. IT HAS SERVED TO PROVIDE A LINK BETWEEN THE ROLE OF THE DEPARTMENT AND CITY COMMISSIONERS. SOMETIMES IT HAS PLAYED A PURELY ADVISORY ROLE AND SOMETIMES IT HAS GOTTEN DIRECTLY INVOLVED IN PROGRAMMING.

RECOMMENDED ACTIONS:

- (1) Review how the expertise and role of the current Committee could be useful to a Marquette Area Culture and Creative Alliance.
- (2) Revise mission of current Arts and Culture Advisory Committee to align with the revised focus of the City's Arts and Culture Division.

GOAL 2. SUPPORT AN ACTIVE, ENGAGED COMMUNITY OF HEALTHY, LIFELONG LEARNERS.

STRATEGY A:

CONTINUED COMMITMENT TO THE YOUNG AND OLD AND PEOPLE OF ALL AGES IS REFLECTED IN ROBUST ARTS EDUCATION AND ACTIVITIES FOR YOUTH AND SENIORS, INTERGENERATIONAL PROGRAMS; CRADLE TO GRAVE ACTIVE LEARNING.

RATIONALE: *With regard to youth, 87 percent of the public surveyed said the City should be supporting arts education in the schools; 83 percent said the City should be advocating for arts education as a service to the arts and culture community; and 78 percent said the City should be providing financially accessible youth programs. Marquette also is seeing a significant influx of older*

“THE CITY NEEDS TO BE THE UMBRELLA ORGANIZATION TO ORGANIZE ARTS GROUPS AND PROVIDE RESOURCES FOR A GRANT WRITER.”
(PUBLIC SURVEY COMMENT)

“WE SHOULD HAVE AN ORGANIZED EDUCATIONAL OUTREACH PROGRAM FOR ALL OF THE ARTS.” *(Focus Group, November 2013)*

“THERE IS NO FOCUS FOR MCAA; THEY HAVE A ROLE BUT NOT EXECUTING WELL.”
(INTERVIEW, OCT 2013)

“PERHAPS THE MACC BECOMES MORE OF A FACILITATOR, NOT HAVING ITS OWN PROGRAMMING BUT MAKING ALL OF THE ABOVE HAPPEN INSTEAD. A GO-TO PERSON TO FACILITATE ARTS EVENTS WHEN THEY INVOLVE THE CITY, SUCH AS WANTING TO HAVE A MUSIC/ARTS FESTIVAL IN LOWER HARBOR. ONE PERSON TO DEAL WITH AS OPPOSED TO MULTIPLE DEPARTMENTS WITHIN THE CITY.” **(PUBLIC SURVEY COMMENT)**

adults and retirees who are staying active and want to continue lifelong learning and active participation in community life. While it is struggling with its budget, as are all communities, there is a commitment to arts education in the schools, including providing resources like Kaufman Auditorium. The DeVos Museum at NMU works regularly with area schools; the Forest Roberts Theatre casts productions with students and community members alike. Developing creative talent for artistic endeavors and entrepreneurship, along with NMU students, starts in the schools. Marquette is very committed to its seniors living healthy, productive lives.

RECOMMENDED ACTIONS:

- (1) Arts, Culture and Creative Economy Office works with MAPS to help develop an integrated arts education strategy K-12 that supports programming by arts and culture organizations.
- (2) Arts and Culture Division continues to work with the Senior Services Division of Community Services to implement an arts programming strategy that connects senior services to community artists and other resources.
- (3) Form an alliance with NMU to more fully open arts programming at NMU to the population of the area—at the college level and adult programming—both audience and participative.
- (4) Form a healthy community task force with Duke LifePoint to articulate and implement strategies to support a destination medical center and to foster an active, walkable downtown to enhance the health of the community.

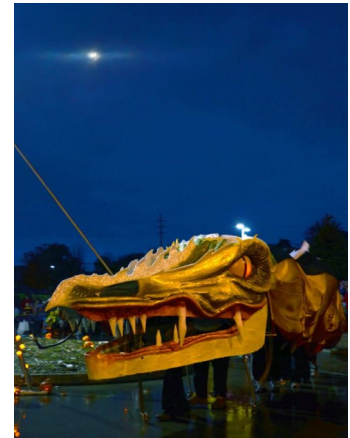


PHOTO BY ZADA DOYLE.

STRATEGY B:

CONTINUE THE STRONG NURTURING OF THE HIGH SPIRIT OF VOLUNTEERISM, CIVIC ENGAGEMENT AND PHILANTHROPIC SUPPORT OF ARTS, CULTURE AND HERITAGE.

RATIONALE: *The level and caliber of volunteerism for arts and culture was mentioned numerous times in focus groups and interviews. Forty-three percent of the public survey respondents stated they were a community volunteer—higher than the level of artists, donors, educators or parents. Several of Marquette’s founding families set a high bar for community philanthropy. Shortage of organizational staff and the high desire to work together as a community fosters very high volunteer participation. These are unique and well-treasured attributes of Marquette’s quality of life.*

RECOMMENDED ACTIONS:

- (1) Develop a collaborative volunteer support and recognition program for arts and culture to maximize access and effectiveness, such as a Business Volunteers for the Arts, designed to connect business expertise with arts organization’s needs.
- (2) Review all of the arts volunteer award activities and ensure strategic alignment with the mission and goals of the City Arts and Culture Division.



GOAL 3. ENSURE AN ATTRACTIVE, SUPPORTIVE AND SUSTAINABLE ENVIRONMENT FOR ARTISTS AND CREATIVE BUSINESSES.

STRATEGY A:

PROVIDE AN APPROPRIATE ENVIRONMENT FOR ARTISTS, CULTURAL ORGANIZATIONS AND OTHER CREATIVE ENTREPRENEURS TO MAKE A SUSTAINABLE LIVING AND TO CONTRIBUTE TO THE SOCIAL AND ECONOMIC WELLBEING OF THE COMMUNITY.

RATIONALE: *The creative sector represents a significant portion of the economy and is often considered integral to tourism, yet it has no organized support or advocacy structure nor is it represented within existing planning and advocacy organizations. Artists have registered concern that rents on both living and studio workspace are too high and so they don’t have downtown real estate access to develop and promote their work. Since 1993, there has been an issue with coordinated and collaborative activity within the creative community. More than 60 percent of the public survey respondents attend arts festivals and purchase original craft or art, in addition to the very high levels of attendance across the spectrum of arts activities, indicating that access to quality artistic offerings is important to many people. Seventy percent of the respondents wanted to ensure that the impact of the creative sector is documented and that artists have access to technical support workshops. More than 65 percent want more investment in new artistic developments, e.g. multi-purpose hall or artist studios. Some 59% percent want more resources and services provided for independent creatives. The focus groups, interviews, Imagine Marquette and Parks and Recreation public surveys all showed substantial interest in a new performing facility that is fully available to artists at a reasonable cost in a prime location.*

RECOMMENDED ACTIONS:

- (1) Review zoning and other regulations to identify barriers to artistic and creative enterprise development.
- (2) Conduct a study comparing rental rates for housing and studio space in the Marquette area versus other similar areas along Lake Superior. Assess viability of developing a subsidized housing/space plan that would be supportive of more artists living and working in downtown Marquette; explore offering ongoing help for artists looking for work/live space.
- (3) Provide an artists' resource and services website that collates information around planning an event, managing an event, finding work and living space. Offer a hotline for immediate communication.
- (4) Inventory capacities, policies and costs of existing spaces for performance, exhibition, presentation and celebration in Marquette and provide information, referral and facilitation of opportunities to maximize the use of space to meet community needs.
- (5) Continue to collate information such as the arts and culture inventory, artist survey, public surveys locally as well as comparison data with other similar sized communities. Ensure taking full advantage of the State of Michigan's services, such as ArtServe, Cultural Data Project, etc.

“NEED MORE FLEXIBLE PERFORMANCE AND FESTIVAL VENUES. NEED MORE USER-FRIENDLY FACILITIES.”

“FACILITIES ARE A CHALLENGE; WE HAVE PALACES FOR ATHLETICS BUT NOT FOR THE ARTS.”

(FOCUS GROUP COMMENTS, NOVEMBER 2013)



EXHIBIT: UNEARTHING/RECONSTRUCTING, PIECES OF LANDSCAPE
PHOTO AT TOP BY KATE CLARK
LEOPOLDO CUSPINTERA MADRIGAL (PAINTINGS)
GORDON GEARHART (SCULPTURE)

INITIATIVE 2

A REGIONAL PUBLIC-PRIVATE-NONPROFIT PARTNERSHIP THAT FOSTERS COMMUNICATION AND COLLABORATION ACROSS THE ARTS, CULTURE AND CREATIVE SECTOR, E.G. A **MARQUETTE AREA CULTURAL AND CREATIVE ALLIANCE**, WILL INCREASE THE CONTRIBUTION AND VALUE OF MARQUETTE AREA'S CREATIVE ASSETS.

GOAL 1: DEVELOP COLLABORATIVE MARKETING AND PROMOTIONAL EFFORTS THAT INCORPORATE THE BREADTH OF CULTURE AND CREATIVITY IN MARQUETTE AREA WITH A STRATEGY THAT CONNECTS TO AND INTEGRATES WITH THE EFFORTS OF THE CITY, NMU, DUKE LIFEPOINT, DDA, MARQUETTE COUNTY CVB AND OTHERS.

RATIONALE: A similar recommendation was a significant feature of the 1993 plan and was raised time after time in focus groups and interviews. This concern was raised within the arts/culture community as well as within DDA, NMU and Marquette County CVB. More than 90 percent of the public survey respondents said that an online calendar would be helpful to arts and culture development. In focus groups and interviews this was the most repeated need. Comparably sized communities in other parts of the U.S. offer excellent models.

STRATEGY A:

UNDER THE DIRECTION OF THE STEERING COMMITTEE CHAIR AND CITY ARTS AND CULTURE ADVISORY COMMITTEE, FORM A CULTURE AND CREATIVE COMMUNITY CALENDAR TASK FORCE. ITS PURPOSE WOULD BE TO DETERMINE A STRATEGY FOR IMPLEMENTING AND PROMOTING A MARQUETTE AREA ARTS, CULTURE AND CREATIVE ACTIVITIES CALENDAR. THIS TASK FORCE SHOULD DETERMINE IF THE CURRENT MARQUETTE COUNTY CVB CALENDAR CAN SERVE AS THE TEMPLATE.

STRATEGY B:

AFTER THE CALENDAR ACTIVITY IS DEVELOPED, REVIEW OTHER OPPORTUNITIES FOR AREA-WIDE COLLABORATION AND PARTNERSHIP FOR THE STRENGTHENING OF THE CREATIVE COMMUNITY SUCH AS COLLECTIVE MARKETING, TICKETING SERVICES, COORDINATED BACK OFFICE SUPPORT, OR COORDINATING AND SHARING FACILITIES.

GOAL 2: ESTABLISH A FORMAL MARQUETTE AREA CULTURE AND CREATIVE ALLIANCE

RATIONALE: The research tells us that there are missed opportunities for all voices representative of an engaged, committed community to be at the table. Given the impact the creative community has on the vibrancy of Marquette, this community is under-represented at the power table of City management, downtown tourism and regional development, and around such land use issues as the future of Duke LifePoint. Additionally, the regional economic development agency, Lake Superior Community Partnership, is not at present in a working relationship with the City, nor does the City have an economic development department. The cultural and creative assets of Marquette have much to contribute and have not been adequately represented in regional economic development planning.

One of the largest issues the consultants observed is the need to connect the dots of community leadership activity, making sure that everyone is working under the same tent for the same goals. Combining the resources of agencies committed to delivering an integral part of making the Marquette economy strong and sustainable provides an opportunity for commitment to a connected strategy leveraging all of Marquette's assets.

This is purposefully a significant and far-reaching recommendation. The consultants believe that regional cooperation and partnership is critical to maximizing the potential for the arts, culture and creative community to make a vital, substantial and sustainable impact on the future of the Marquette area.

This regional approach should include connecting with the Michigan SmartZone and Next Michigan initiatives—any initiative that is working to bring broader partnerships together to grow a more integrated, healthy region.

RECOMMENDED STRATEGY A:

DETERMINE A VISION AND MISSION STATEMENT FOR THE ALLIANCE, ALONG WITH PRIORITY STRATEGIES AND GOALS. ESTABLISH INITIAL START-UP FUNDING FOR PAID MANAGEMENT.

RECOMMENDED STRATEGY B:

MANAGE THE COORDINATED CALENDAR, JOINT MARKETING AND OTHER ACTIVITIES DESCRIBED ABOVE.

RECOMMENDED STRATEGY C:

REVIEW RESPECTIVE STRATEGIC PLANS OF THE MACCA AGENCIES AND LOOK FOR OPPORTUNITIES WHERE ARTS AND CULTURE MAY ENHANCE THEIR OBJECTIVES.

RECOMMENDED STRATEGY D:

PRESENT A STATE OF THE ARTS AND CULTURE COMMUNITY REPORT ANNUALLY TO THE FOUNDATIONS AND OTHER PHILANTHROPIC DONORS TO ARTS, CULTURE AND HERITAGE. INCLUDE ACTIVITIES, ECONOMIC IMPACT/VALUE, FINANCIAL PICTURE, LIST OF ACTIVITIES AND HOW THEY CONNECT WITH EACH OTHER, ETC.

“WE NEED TO INCREASE AWARENESS OF HOW VALUABLE ARTS AND CULTURE IS TO OUR COMMUNITY.”
(INTERVIEW, OCT 2013)

“PROVIDE A WEBSITE THAT WILL COORDINATE ALL OF MARQUETTE'S EVENTS ... IT IS IMPOSSIBLE TO FIND OUT WHAT IS GOING ON IN MARQUETTE.”
(PUBLIC SURVEY COMMENT)

“COORDINATION AND COOPERATION OF ARTS ORGANIZATIONS WOULD BE AMAZING.”
(PUBLIC SURVEY COMMENT)

GOAL 3: FOSTER AN INTEGRATED STRATEGY FOR COMMUNITY FESTIVALS AND CELEBRATIONS.

RATIONALE: The community organizes many celebrations—arts festivals, winter community activities, a robust downtown activity calendar and beautification activities—going on in and around Marquette throughout the year. People love gathering to celebrate the Marquette community and most of these celebrations include the arts, food, beverage, connection to nature and interactive community activity. More than 85 percent of the public survey respondents mentioned such community activities being important for Marquette to offer. Interviews and focus groups revealed a strong commitment to being an integrated, connected community that celebrates unique differences with communal respect.

STRATEGY A:

MACCA WOULD ESTABLISH A COORDINATED COMMUNITY CELEBRATION STRATEGY TO MAXIMIZE COST-EFFECTIVENESS AND CIVIC ENGAGEMENT.

STRATEGY B:

WORK WITH THE CITY TO ESTABLISH SHARED SERVICES, TRANSPARENT PROCEDURES AND EQUITABLE SUBSIDIES.

STRATEGY C:

CONSTRUCT A FEEDBACK MECHANISM TO EVALUATE COMMUNITY ACTIVITIES SO THAT PUBLIC HAS INPUT IN ALL COMMUNITY ACTIVITIES.

“WE WANT MORE ETHNIC FESTIVALS TO CONNECT WITH HERITAGE AND CULTURES.”
(PUBLIC SURVEY COMMENT)

GOAL 4: CONTINUE TO ENGAGE THE PUBLIC IN DIALOGUE ABOUT THE FUTURE OF ARTS AND CULTURE IN THE MARQUETTE AREA.

RATIONALE: More than 600 citizens responded to the Imagine Marquette public survey, a significant sample size, indicating interest in the arts and cultural life of the community. The March 2014 public survey highlights include: 1) more than 55 percent attend festival and other City events annually; 2) more than 85 percent believe that the farmers market, public library, arts festivals, museums and heritage trails are important for Marquette to offer; 3) More than 70 percent recommended developing all-around entertainment venues, more live music programming and more national attractions.

“THERE IS A STRONG SENSE OF COMMUNITY ENGAGEMENT; PEOPLE LOVE PARTICIPATING.”
(INTERVIEW, OCT 2013)

STRATEGY A:

ANALYZE AND PUBLICIZE THE CURRENT SURVEY WITH THE COMMUNITY’S ARTS GROUPS, DDA, CVB UNDER THE LEADERSHIP OF THE CITY ARTS AND CULTURE DIVISION.

STRATEGY B:

SURVEY THE PUBLIC EVERY THREE YEARS TO UNDERSTAND WHAT THEY VALUE, HOW THEY PARTICIPATE AND WHAT THEY WOULD LIKE TO SEE HAPPEN REGARDING ARTS AND CULTURE.



GOAL 5: ESTABLISH COMPREHENSIVE TALENT DEVELOPMENT, ATTRACTION AND RETENTION PLAN.

RATIONALE: NMU has a very strong presence in the community, drawing from local and national talent. Many alums have started businesses in the area and hire current students or graduates, and the NMU Alum sticker is placed with pride in many windows. However, even though there is interest in staying in the area among alumni, there is a concern that there is not enough opportunity to develop business skills and establish a new business. Duke LifePoint, NMU and other area businesses require strong workforces engaged in the community, and robust cultural, creative and outdoor recreation activities are key to attracting talent. "We lost a couple physicians to retirement but they stay for the quality of life." (Interview, November 2013)

STRATEGY A:

DEVELOP A CREATIVE ENTERPRISE INTERN PROGRAM FOR CURRENT CREATIVE BUSINESSES TO GIVE NMU STUDENTS EXPERIENCE IN A LOCAL BUSINESS AS WELL AS PROVIDE SPECIFIC WORKSHOPS DESIGNED TO TEACH THEM HOW TO RUN A BUSINESS AND THE ADVANTAGE OF LOCATING IN MARQUETTE.

STRATEGY B:

WORK WITH CITY OFFICE OF ARTS, CULTURE AND CREATIVE ECONOMY LAUNCH A CREATIVE ENTERPRISE CAREER FAIR FOR HIGH SCHOOL STUDENTS, TAKING THEM AROUND THE CREATIVE COMMUNITY AND ARTICULATING THE VARIOUS CAREER OPTIONS.

STRATEGY C:

ESTABLISH A CREATIVE ENTERPRISE INCUBATOR WITH NMU, ACCELERATE UP, DUKE LIFEPOINT, MINING COMPANIES AND OTHERS USING SOME SPACE IN THE FORMER HOSPITAL BUILDING.

STRATEGY D:

INITIATE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR NMU ARTISTS TO KEEP PEOPLE IN AREA AND LEARN BUSINESS DEVELOPMENT.

GOAL 6: INTEGRATE ECONOMIC DEVELOPMENT PLANNING FOR ARTS, CULTURE, CREATIVE ENTERPRISE AND HERITAGE WITH DOWNTOWN DEVELOPMENT, HISTORIC PRESERVATION, REGIONAL FOOD HUB DEVELOPMENT AND AREA-WIDE ECONOMIC PLANNING.

RATIONALE: The 2004 City Plan, the recent Parks and Recreation Plan, the 3rd St Corridor Plan and DDA plans on the City website do not offer economic development planning that integrates arts and culture strategies. Some 87 percent of the public survey respondents said that "ensuring arts/culture is included in the City's economic and community development" is a service that would be helpful to arts/culture/heritage development. The evolution of the regional sustainable food movement, which included community gardening, as connected to the development of Marquette's "culture" was mentioned in numerous focus groups and interviews. People see the culture of Marquette as inextricably linked to the nature, cultivation and enjoyment of food. Marquette has numerous historically designated buildings and the preservation and protection of these assets was well represented in focus groups. There was an attempt to develop an historic district designation a few years ago that was not completed; some people believe it should be re-visited. More than 70 Percent of the public survey respondents believe that better coordinated planning with DDA and CVB will be a helpful service to the arts and culture community. Finally, the public survey showed that more than 87 percent of the respondents ranked farmers markets, public library events and arts festivals as important for Marquette to offer.

“(THE) CITY SHOULD BE ADVOCATING FOR THE ARTS AND CULTURE SECTOR BECAUSE OF THE ROLE IT PLAYS IN ATTRACTING AND RETAINING BUSINESSES AND TALENT.”
(FOCUS GROUP, JANUARY 2014)

...(cont'd)...

...(cont'd)...

STRATEGY A:

ENSURE THAT LEADERSHIP OF THE CREATIVE SECTOR IS REPRESENTED AT LEADERSHIP TABLES.

STRATEGY B:

REVIEW CURRENT THINKING ON BEST PRACTICES IN CREATIVE PLACEMAKING (I.E. ARTPLACE AMERICA, KRESGE FOUNDATION, NEA) AND MAKE RECOMMENDATIONS FOR INCORPORATING IN AREA ECONOMIC PLANNING.

STRATEGY C:

ENSURE THAT THE CURRENT ECONOMIC PLANNING ACROSS THE REGION INCLUDES THE ROLE OF ARTS AND CULTURE IN ECONOMIC DEVELOPMENT BY REPRESENTING THE CREATIVE SECTOR AT REGIONAL AND LOCAL PLANNING AND DEVELOPMENT TABLES. CONNECT THE CREATIVE INDUSTRY ECONOMIC CLUSTER TO THE WORK WITHIN THE SMARTZONE PROGRAM AND THE NEXT MICHIGAN INITIATIVE.

STRATEGY D:

SEEK OUT FUNDING OPPORTUNITIES FOR SUPPORTING ECONOMIC DEVELOPMENT AND CREATIVE PLACEMAKING INITIATIVES THROUGH STATE OF MICHIGAN, ARTPLACE, NEA, KRESGE AND OTHERS.



APPENDIX G
OF THIS REPORT DETAILS THE
IMPLEMENTATION PROCESS
AND
RECOMMENDED TIMELINES
FOR
INITIATIVE 1 AND INITIATIVE 2.



THE CITY OF MARQUETTE ARTS AND CULTURE DIVISION CONCLUSION

PHOTO COURTESY OF MARQUETTE DOWNTOWN
DEVELOPMENT AUTHORITY.

VI. THE CITY OF MARQUETTE ARTS AND CULTURE DIVISION

This Master Plan suggests a new mission and title for the Arts and Culture Division. In turn, the Division's management focus will change. This is the proposal for the job description of the Manager, City Office of Arts, Culture and Creative Economy, which would need to move through the appropriate City approval process. This is purposely more detailed than a typical job description to illustrate the impact of this Master Plan on divisional responsibilities.



PRIMARY FUNCTION

To directly manage the implementation of the City's mission, and programs and services related to arts, culture and heritage.

RESPONSIBLE FOR...

MEASURING THE ECONOMIC VALUE AND CONTRIBUTION OF THE CREATIVE ECONOMY.

- Work with community partners on developing measurement tools to assess the economic value of the creative economy, to include nonprofit arts organizations, independent artists and for-profit creative enterprises, as determined by current creative economy definitions.
- Articulate the economic development rationale for arts, culture and creative economy, including the impact on attraction and retention of talent, to be distributed to appropriate planning agencies.

SUPPORTING A SUSTAINABLE ENVIRONMENT FOR ARTISTS AND CREATIVE BUSINESSES.

- Review and maintain an inventory of all City policies that directly impact the capacity for the arts community to be successful, e.g. housing and studio space development,

empty storefront display opportunities, funding and permit fee arrangements, etc.

- Explore new opportunities for supporting the arts and culture community, e.g. historic district development, subsidized artist work/live space, etc.
- Provide and maintain an ongoing City resource, e.g. website, that collates all information on how to work with the City, including a hotline for immediate needs and inventory of space availability/scheduling.
- Produce a select number of events that are designed as Citywide celebrations of the creative community in Marquette, e.g. Halloween Spectacular, Holiday Art Sale, Art Stroll. These events should, as much as possible, involve the Office providing access to City services and promoting the event, with nonprofit or marketing partnerships carrying out the programming.
- Understand the needs of the local artist community on a regularly scheduled timeframe, e.g. an annual survey or town hall meetings.
- Develop a City Artist Resources and Services online directory, serving as a resource to anyone wanting to know about or find an artist/arts organization.
- Develop a public art policy with the City Office administering the policy while a City appointed curatorial committee selects and budgets for the public art, both temporary and permanent.
- Inform and advocate for the artists and arts and culture community with formal representation at the City and regional development leadership tables.

MANAGING AND DEVELOPING THE ARTS AND CULTURE CENTER

- Strategize, implement and maintain an artists' services program, working in partnership with other individuals and organizations to program technical support workshops, such as marketing, fundraising, how to run a business, etc.—i.e.

those services that help the artist and arts organization run more successful enterprises.

- Provide access and scheduling for communal meeting and workshop space for the creative community. Form partnerships with community organizations and facilitate production and presentation of cultural activities.
- Develop a policy protocol for artists/arts organizations to submit exhibition requests, to be reviewed and determined by an appointed curatorial committee and maintain a facility for presentation of visual and small-scale performing arts.

PROMOTING EDUCATION AND LIFELONG LEARNING

- Continue the strong nurturing of volunteerism.
- Work with MAPS to help develop an overarching arts education strategy, providing a resource that lists artists and arts organizations available with quality education programming for MAPS faculty and staff to access, e.g. a Mathc.com-like website directory of available community-wide arts education programs.
- Continue to support access to programming for Community Services, e.g. senior services and parks/recreation.
- Form alliances with NMU, Duke LifePoint and other institutions to be a resource point for creative services to support the development of their strategies.

ENCOURAGING REGIONAL ECONOMIC DEVELOPMENT

- Spearhead development of collaborative marketing initiatives for the arts and culture community and assume significant leadership in the ongoing activities. Explore this development moving into a Marquette Area Culture and Creative Alliance.
- Identify the economic development strategic conversations and ensure arts and culture are part of all of the conversations.

- Help develop comprehensive creative talent attraction and retention plan to incorporate within appropriate City and regional entities talent strategies.

OPERATIONALIZING THE MASTER PLAN STRATEGY

- Determining staff resources and budgeted dollars necessary to deliver the revised mission above.

ONGOING ACTIVITIES OF THE OFFICE WILL INCLUDE...

- Maintaining all resource and service coordination above.
- Scheduling workshops and seminars for artists.
- Building relationships with for-profit creative businesses.
- Building community partnerships that will be mutually beneficial for the arts community.
- Artist resources and services directory.
- Arts education “match making.”
- Workshops and seminars for artists.
- Building relationships with for-profit creative businesses.
- Building community partnerships; strategizing for future strengthening of the sector.
- Reviewing strategic direction on a regular basis.

The Community Services Division will need to review the resource needs for this repositioned Office of Arts, Culture and Creative Economy, determining staffing levels, computer capacities, web development needs, professional development for staff, professional memberships and other support for ensuring success in implementation of this new master plan.

With this repositioned focus, there will be new funding opportunities and these should be explored, potentially with new collaborations and a regional alliance. New positioning and a wider approach for the Office will also require more finely tuned leadership, with better partnership building, enhanced accountability for delivering results on the plan and greater commitment to professional communication.

CONCLUSION

Marquette and the surrounding region enjoy enormous creative, cultural, natural and educational assets. Together these assets form the core of a quality of life and a stable economy rarely seen among other cities and regions of this size, especially in the post-industrial Midwest. Volunteerism, philanthropy and public sector commitment have worked to build these assets and make them available to all. The City has taken an active and leading role since at least 1993 in mobilizing the arts and cultural resources and maintaining a healthy and vibrant community.



In recent years, Marquette has reached a plateau. To move forward, the City must forge new, more productive relationships

with other institutional players, businesses and a wide array of nonprofits and voluntary groups. New strategies and re-focused leadership are needed in order to maximize the potential of these assets and move the entire community forward. Quality of life, civic participation and the health of the local economy will all benefit from these new approaches. The City's investment in arts and culture must be re-purposed and transitioned from direct program production to supporting, advocating and facilitating higher-level coordination of and advocacy for the area's cultural resources.

Arts and culture are central to the social wellbeing, economic progress, educational achievement and community fabric of Marquette. The status quo will not suffice. Lack of coordinated activity among the multitude of arts, culture, heritage, educational, business and civic efforts will set the community on a path of decline. Fragmented government direction will limit the City's potential. The arts, culture and creative community has an opportunity to model collaborative development for the vital success of the greater whole.

The City is at a turning point with respect to support of its creative community and how that support intersects with the City's priorities and investment decisions. In these challenging financial times, it is imperative to leverage the resources of time, talent and treasure in new and creatively enriching ways. This plan does not specifically advocate for increased City dollar investment in arts and culture. The plan does, however, advocate for a realignment of those dollars and a focused effort on fostering partnerships and collaborations that will leverage smarter investments with greater return. That said, resources need to be reviewed to ensure staff capacity can meet the demands of plan implementation.

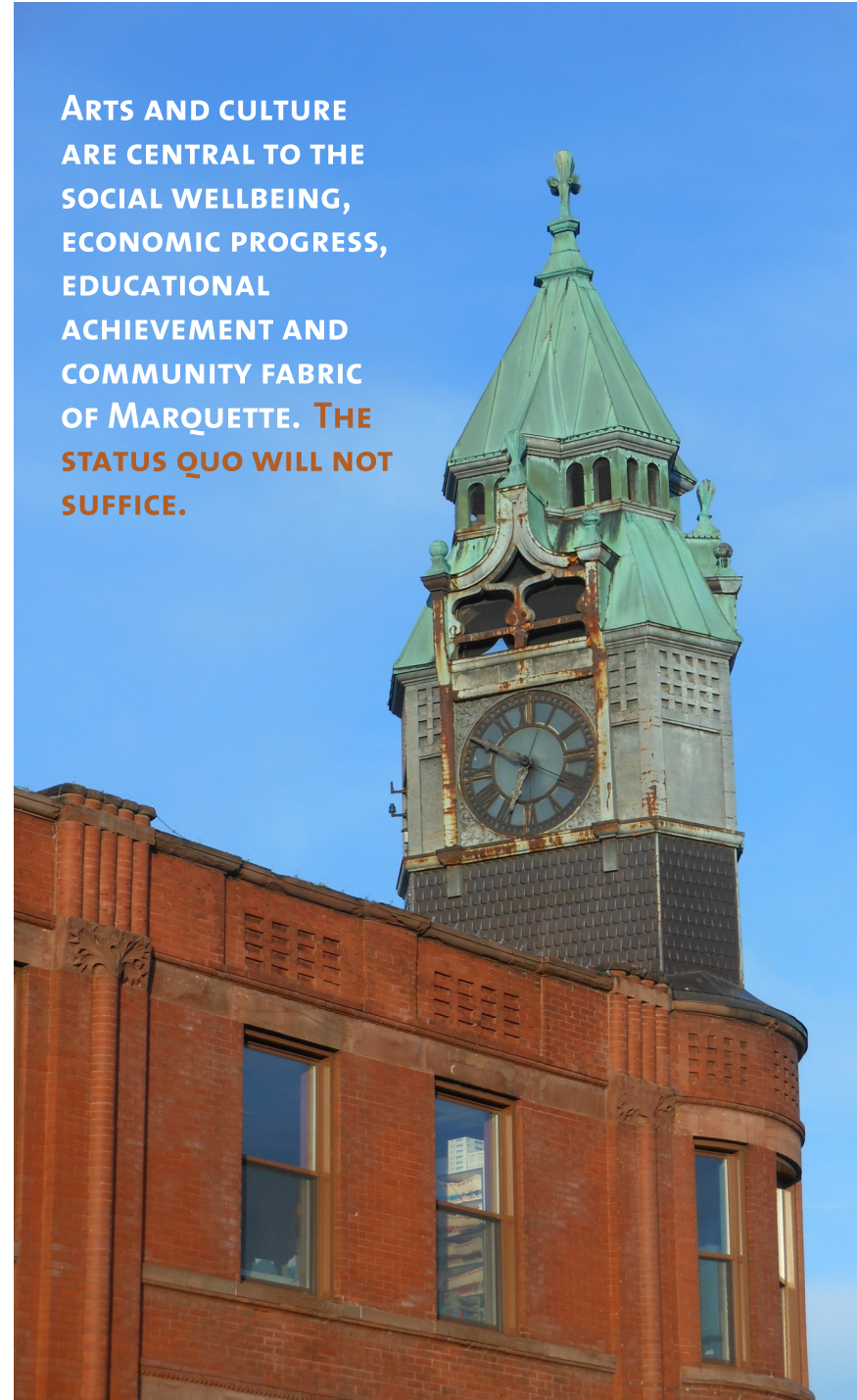
Investing in the creative community yields a multiple ROI. First, leveraging the current creative community assets will improve capacity of creative enterprises, which will result in more revenue

across these businesses, which will attract more talent to stay/ come to Marquette to set up shop, which will lead to bringing in more tourists to experience the creative community, which will be important for all business attraction (professionals want to live in a vibrant, creative community), which then adds more dollars to the tax base—and that stimulates a better quality of life and results in a stronger, more sustainable economy.

Secondly, more sustainable creative assets in a community help generate a culture fostering increased creativity and innovation across all businesses and in solving community issues. And thirdly, a stronger, more varied and vibrant creative community will enhance regional attractiveness for business, residents and tourists.

The City's continued leadership and investment in its arts and cultural assets is critical. The City of Marquette is the regional hub of the central Upper Peninsula and the largest city in the UP. It has a responsibility to be a leader in spearheading the sustainability and growth of its community's quality of life and attraction of talent. Furthermore, the City's arts and culture office is designed to support, facilitate and serve a broader coalition of resources designed to make this area a destination of choice for visitor and resident alike. This plan recommends a range of initiatives and ongoing activities that re-position the City and bring it into a higher level of partnership with other players in the city and surrounding areas. If the City chooses to ramp up its role in the creative economy and cultural economic development as well as build new programmatic and marketing partnerships to maintain and build a robust creative and cultural scene, the creative community of the Marquette area will provide a significant return on investment in terms both of an attractive, robust quality of life and of sustained economic growth.

**ARTS AND CULTURE
ARE CENTRAL TO THE
SOCIAL WELLBEING,
ECONOMIC PROGRESS,
EDUCATIONAL
ACHIEVEMENT AND
COMMUNITY FABRIC
OF MARQUETTE. THE
STATUS QUO WILL NOT
SUFFICE.**





APPENDIX



APPENDIX

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APPENDIX A

THE IDENTITY REPORT

IDENTITY REFLECTIONS ON MARQUETTE, MICHIGAN

Building a Sustainable Culture

Marquette takes great pride in its history and beauty, its quality education, health care, recreational and cultural assets, self-sustaining attitude and commitment to addressing challenges together. At the core of Marquette’s culture is the synergy generated when the appreciation of beauty and creativity comes together with a strong civic and entrepreneurial spirit in the context of the practical realities of living in an isolated, four-season environment. This convergence yields ingenuity, craftsmanship, unique products, services and experiences that satisfy residents and visitors alike. Together, these provide the bedrock for economic development and robust civic engagement.

Marquette is welcoming—embracing the whole while celebrating the diversity of its individual members. It’s a community that likes to make stuff—art, music, furniture, beer—and do it with a style and creativity that is unique to Marquette and enjoyable to experience. There is a communal interdependence that springs from its First Nation’s history and the independent spirit existing in a rather beautiful location. This connection to and respect for the land, lake and

all peoples who have inhabited this space forms the core of Marquette’s love of place. And, while there are challenges to its economic security with changes in the mining and medical industries, along with the declassification of a large coal plant, there is a resilience that springs forth with a pride that says, “we will succeed,” no matter what the circumstances. As a significant center of commerce for Michigan’s Upper Peninsula, the people of Marquette embody the strong, resilient work ethic of Yoopers.

This heartiness of Marquette residents has bred its self-reliance—“We can handle anything we need to by ourselves”—that is likely based on history and the isolation of its location. This fosters a committed respect for the land and for working together on civic endeavors. The Marquette Co-op has built up demand for a larger store and new location, as well as become the leader in the sustainable food movement with its education programs and development of a regional network of food hubs. There is a love and reverence for the outdoors no matter the weather; the natural surroundings are embraced and celebrated at all times. The UP 200 Dog Sled Race and Noquemnonon Ski Marathon are evidence of pride and joy in thriving in a cold and snowy winter climate.

Evolving from History

With a population of 21,532 in 2012, Marquette is the seat of Marquette County, population 67,906, and is the most populated city of Michigan’s Upper Peninsula. Marquette is an important shipping port on Lake Superior, primarily for iron ore, and is the Home of Northern Michigan University. The city also includes areas of shared jurisdiction with two of the Upper Peninsula’s American Indian tribal governments.

Indians have occupied the upper Great Lakes region for about 12,000 years. These were made up of resident people; refugees, principally from the Atlantic seaboard; and temporary allies or opponents coming from areas south or west of the Great Lakes. There are now five federally recognized tribes in the UP. Four of the tribes are Anishinaabe Ojibway and one is Potawatomi. A full description of the American Indian history of Marquette is at the end of this report.

Throughout the 19th century, Marquette boomed with the mining and shipping of iron ore and became nationally known as a summer haven. The Great Lakes passenger steamships filled the city's hotels and resorts. Through World War II, the city played an important role with its K.I. Sawyer Air Force Base, which has since become Sawyer International Airport. Over the years, Marquette has taken great pride in its history with the preservation of its natural and historical assets.

Marquette continues to be an important mining community. In addition, Marquette has the widely recognized Northern Michigan University, the regional medical destination of Duke LifePoint, and significant tourist business through all four seasons. The First Nations community is active, has a Center within NMU and is devoted to maintaining traditions and celebrations, such as the annual November First Nations Food Taster on the NMU campus.

As the largest city in the UP, Marquette is acknowledged as the regional center for health care services, educational activities and cultural life and the epicenter for economic growth and sustainability. Marquette has received many national awards, including for top travel destination, top location for retirees, top town for sportsmen, Tree City USA, a

best city to raise a family and as a bicycle friendly community.

Living Long and Learning

Residents and tourists of Marquette love to learn and experience life on all levels. They have an appetite for culture, for both tradition and creativity. The Peter White Library brims with resources and events along with the dozens of festivals, fairs and community gathering activities that earn the pride of its population. Artistic learning organizations include the City's Marquette Arts and Culture Center, Lake Superior Youth Theatre, UP Children's Museum, Regional History Center and others.

The growth of Northern Michigan University has been critically important to Marquette. With over 9,000 students and over 700 majors in the School of Art and Design, this campus makes a large and valued contribution to the creative identity of Marquette. The University is invested in the development of the community, as well as in preparing students to live creative, inspired lives wherever they land. Faculty and staff are strongly engaged in Marquette through extensive community interface.

Marquette General, the Duke LifePoint regional medical center, brings in top healthcare professionals who teach, practice and research on the leading edge of health and wellness. Through offering their own resources as a teaching hospital and through program collaborations with NMU, Marquette General is taking a leading role in helping develop lifelong health and wellness.

This commitment to lifelong experiential learning has fostered a community that is interesting, attractive to professionals and retirees, and a wide range of tourists who resonate with

the *wild inventive spirit* of Marquette.

Igniting The Spirit of Creative Enterprise

Marquette's history and beautiful physical location foster a pioneering spirit and self-determination that serves as the birthplace of its creativity. The natural surroundings of pristine forestland and the mighty Lake Superior feed the creative juices of Marquette. Treasured activities for both the athlete and the recreational enthusiast include a wide array of winter sports, biking, hiking and use of the 83 miles of public access beaches. People are calmed with, inspired by and directly engaged in the land and water of the area. Hiking and watching the Northern Lights, kayaking or getting rejuvenated reflecting along the lake are examples of how people connect to this area.

Many cultural practitioners provide the backdrop for festivals such as Art on the Rocks, Hiawatha Music Festival, Blueberry Festival, the Blues Fest, Harbor Fest and others. Living in sync with the natural surroundings as well as responding artistically to this environment is key to building its creative economy. The commitment to beautification and keeping the lake accessible to all with an open and welcoming harbor is critical to Marquette's culture.

The reverence for natural surroundings and historical preservation is evidenced in the development of the Regional History Center, Shiras Planetarium, Maritime Museum and the cultural and community centerpiece that is the Peter White Library. Heritage is an integral part of recreational and culture activities, as evidenced in the Lake Superior Theatre at the lakeshore boathouse, the Iron Ore Heritage Trail, Presque Isle Park and all of the activity taking place in the Lower Harbor.

In addition to the natural surroundings that support the fabric of Marquette, the historic architecture and revered iconic symbols provide its colorful weaving. The lighthouse, the Landmark Inn, Father Marquette and other iconic structures, as well as both the working iron ore dock and the current inner harbor ore dock, tell the history of Marquette and portend its future. Marquette will preserve and renew the life of the artifacts it treasures. The many buildings still standing from centuries ago made of native sandstone add rich color and development opportunity.

The commitment to downtown Marquette revitalization and the 3rd street corridor that connects downtown to Northern Michigan University bring palpable excitement to the spirit and economy of the area. This includes not only the nonprofit artistic enterprises emanating from NMU, but also incorporates new creative enterprises such as breweries, restaurants and galleries. Downtown Marquette is a vibrant, vital and character-filled area pulsing with potential and opportunity. The Marquette Beautification Committee has spearheaded innumerable projects, including the flowers along Founders Landing, and the restoration of the Father Marquette statue on the harbor. They are dedicated to the aesthetic development and character of Marquette.

There is a vitality imbued in the high number of arts and culture offerings per capita. Marquette residents enjoy their music, theatre, dance and visual arts throughout the year. Both independent nonprofit organizations such as Marquette City Band, Marquette Symphony, Lake Superior Artists Association, Marquette Folk Dancers, Marquette Symphony and for-profit galleries and music venues offer a very wide range of activities.

In addition to the private nonprofit organizations, artistic offerings emanate from the School District's Kaufman Theatre and NMU's DeVos Museum and Forest Roberts Theater.

Businesses created by art and design graduates of NMU are dotted around the area, such as the studios of Bike Furniture Design, Beth Millner Design, Risak Pottery, the Presque Isle Station and the Studio Gallery. Their artwork is unique, related to the natural surroundings and offering a distinguishing visitor experience—not to mention the increasing value of marketing Marquette ingenuity around the world through online presence.

Marquette fosters a very interesting integration of art within its business environment. A large percentage of restaurants, bars and other community gathering places host galleries and live performance on a regular basis. This activity provides a sales venue for the artists as well as an appreciation for the creative sensibilities of the Marquette area.

Imagining a Vibrant Future

In recent years, Marquette has re-imagined itself to include a recognized high-quality haven for artistic, creative enterprises; a regional sustainable culture hub; and an interesting experiential learning environment for residents, retirees and tourists alike.

The life attitude, physical assets and cultural sensibility of Marquette will ensure its dynamic, inventive future. The ongoing revitalization of downtown, the harbor area and the NMU campus is bringing more retirees and year-round visitors to the area. This in turn will support more creative entrepreneurship and continue Marquette's premier position as the epicenter of Michigan's UP life.

Marquette's vibrancy and capacity to imagine a bright and sustainable future can be partially attributed to the generosity and long-term commitment of its philanthropic heritage. Many of those who generated wealth in the area a century ago re-invested in the development of Marquette over many years and their ongoing generations continue to do so. Concurrently, those who have brought new wealth to the community invest in its character and growth because of the love and reverence they have for the area. There is a strong public/private partnership in giving to the community—many individuals, businesses and foundations support activities with sponsorships, auction prizes and volunteer help.

Marquette's future will be firmly embedded in the strengths and assets that have brought it this far. Capitalizing on the community's distinguishing assets and characteristics of creativity, Marquette will yield a quadruple return: improving the community's social, economic, creative and environmental capital. The people of Marquette will continue to inspire, educate, sustain and care for the values they cherish. These values include reverence for natural surroundings, an interdependent self-reliance, respect for history, living authentically and pride in community accomplishment. Marquette will invent what it needs when it needs it. As a resilient, practical yet visionary community, the people of Marquette will have the attitude to walk its path in its own unique way. Marquette is a genuinely authentic community and will not waver from that dedication as it creatively imagines its future.

American Indian History Component for Marquette Identity Statement

By Dr. Martin Reinhardt, 2014

According to Cleland (1995), “archaeological data indicate that Indians have occupied the upper Great Lakes region for about 12,000 years” (p.11). He goes on to say that “archaeologists arbitrarily divide the long continuum of cultural development into four episodes” (p.12). These episodes, or eras, include Paleo-Indian (12,000 B.C.–8,000 B.C.), Archaic (8,000 B.C.–1,000 B.C.), Woodland (1,000 B.C.–1650 A.D.), and Historic (1650 A.D.–present) (Cleland, 1995, p.12-13). Cleland (1995) explains that the archaeological evidence from the late woodland era is linked to three major cultural traditions including the Siouan-speaking groups, Iroquian-speaking groups, and the Algonquian-speaking groups (p.25).

According to Tanner (1987), “the Indians involved in the history of the Great Lakes Region can be divided into three classes: (1) the resident people, (2) refugees principally from the Atlantic seaboard, and (3) temporary allies or opponents coming from areas south or west of the Great Lakes” (p.2). She goes on to explain that tribes with homelands in the Great Lakes Region include: the League of the Iroquois (Mohawk, Oneida, Onondaga, Cayuga, and Seneca), Huron (also called Wyandot), the Anishinaabe Three Fires Confederacy (Ojibway, Ottawa, and Potawatomi), Menominee, Mesquakie, Sauk, Ho-Chunk (also called Winnebago), Kickapoo, Mascouten, Miami, and Shawnee (p.2). The Upper Peninsula and most of the Lower Peninsula of the area now known as Algonquian-speaking peoples populated Michigan when European peoples arrived in the Region in the 1600s (Tanner, 1987, pp.26-27).

The Anishinaabek migrated to the Great Lakes Region from the east coast of North America sometime before Europeans arrived on this continent. This migration took place over the span of about 500 years. Before that Anishinaabek migrations and other major life events were recorded as part of the Wallum Olam. The Wallum Olam spans over 100 generations and includes record of a great flood (<http://www.ojibwe.org>). According to the Great Lakes Indian Fisheries and Wildlife Commission (GLIFWC) (2007), the original name for the area now known as Marquette, Michigan is Ozaagii Akawaabiwining which translates roughly as “The Place Where You See People Landing from the Lake” (translation by NMU Anishinaabemowin instructor Kenn Pitawanakwat).

The Anishinaabek first encountered French explorers, traders, and missionaries in the mid-1600s. French missionary records indicate that they were in the Bawating area in 1641 and proceeded to move further west into Lake Superior that same year (Tanner, 1987, p.29; Danziger, 1979, p.27). The Anishinaabek of Ozaagii Akawaabiwining encountered non-Indian people many times between 1641 and 1859 when Marquette was first incorporated.

Although the France, Great Britain, Canada, and the United States have all claimed portions of the Great Lakes Region (Tanner, 1987, p. 54), it is still considered the traditional homelands for the tribal nations that lived here prior to colonization. Although some of the Tribes fought for or against the colonizing forces, the Tribes have never been collectively considered conquered nations. In fact, many of the Tribes maintain treaty relations with the United States and or Canada today, and certain land claims are still disputed.

There are now five federally recognized tribes in Michigan’s

Upper Peninsula. Four of the tribes are Anishinaabe Ojibway (Bay Mills Chippewa Indian Community, Keweenaw Bay Indian Community, Lac Vieux Desert Band of Lake Superior Chippewa Indians and the Sault Ste. Marie Tribe of Chippewa Indians) and one tribe is Potawatomi (Hannahville Potawatomi Indian Community). The Keweenaw Bay Indian Community and the Sault Ste. Marie Tribe of Chippewa Indians have reservation properties in and/or near the City of Marquette (Michigan.gov).

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APPENDIX B

ASSETS AND CHALLENGES

MARQUETTE MASTER ARTS AND CULTURE PLANNING ASSETS AND CHALLENGES SUMMARY

As of March 30, 2014

Assets of the Community

- Importance of recreational amenities during all seasons.
- Dedication to MQT's heritage, commitment to sustainability in all forms, historical roots the underpinning of all.
- Downtown has maintained integrity and authenticity; burgeoning growth.
- NMU very important; many NMU graduates desire to stay in community.
- Duke LifePoint regional medical facility brings good jobs, people seeking active and intellectual lifestyles, good health care for all; strong medical destination.
- Both NMU and Duke LifePoint recruit educated workforces who appreciate high quality community assets.
- Great community engagement—want opinions to be sought, heavy volunteerism, strong service organizations.

- City has made an investment in Arts and Culture, including Arts and Culture Advisory Committee, center, staff.
- Young people are a high priority; community arts programming and cultural programming strong in schools.
- Level of local entrepreneurship and creative small businesses with unique character.
- Tradition of local philanthropic investment.
- Commitment to sustainable living; regional food hubs, community gardening.
- Pioneering spirit—wild and inventive.
- Strong sense of place and quality of living.
- Tension between the old and new; bringing in new ideas versus retaining the historical.
- Tension between City, Township/County; City landlocked. This affects artists and small businesses; if non-City resident it limits participation in government.

Assets of Arts and Culture

- Natural surroundings critical to artistic lifestyle: lake, woods, heritage trails.
- Artists want to live here, but can't always make a living here (survey shows that more than 60 percent get half or less of their income from their art (\$5,000 or less annually).
- Arts and culture critical to and supported by revitalization of Downtown; strong, active, visionary DDA.
- Pride in what arts/culture brings to MQT, residents and tourists.
- Library is considered critical cultural asset for MQT.

- Arts and culture assets linked to artisanal food/culinary and gardening movements.
- Distinctive programming of NMU art/design/communication students and graduates. NMU alum signage a distinctive plus.
- Involvement in historic architecture and preservation, beautification.
- Unique spaces, such as boathouse, maritime museum, restaurants/bars.
- Quality of artistic and cultural work very high.
- Coordinated activities successful, especially festivals and downtown events.

Challenges facing Community

- Location of hospital, mining trucking, WE energies power plant.
- Relationship with NUM has tricky balance between leading and supporting the City.
- Differences exist between East and West Ends of City.
- What to do with harbor ore dock.
- Not adding to population.
- Limited job market.
- Growing senior population.
- School enrollment dropping.
- Keeping up with infrastructure needs.

Challenges facing Arts and Culture

- What role should the City, Arts Culture Advisory Committee play? Advocate, support infrastructure, program?
- Artists need to be better marketed/more audience development.

- More art needs to be valued for purchase on a year-round basis
- Business doesn't really "get" the artist/maker economy.
- Strong volunteerism can mean not enough investment in staff.
- More awareness of arts and culture events.
- The purchase of the Arabesque tent has not been successful.
- Lack of real support and collaboration between DDA, MACC, downtown cultural institutions. Lack of cohesion in cultural community; not working as well together as they could.
- MACC's location limits activities and access.
- Artists need professional development opportunities.
- City doesn't know what it wants to do; wants more events but doesn't want to ruin the grass at the harbor.
- Need more space, particularly performing space.
- Cost of real estate to live and to work.
- Arts and culture is not always invited to community leadership table.

APPENDIX C

PUBLIC SURVEY RESULTS

May 15, 2014

NARRATIVE SUMMARY

Surveying the public has been an important part of City planning activities in Marquette. As part of the Master Arts and Culture Plan, a public survey was conducted to understand citizen's thoughts on living in the Marquette Area, the current artistic and creative offerings and what they would like to see in the future. The survey was administered through the City of Marquette's Arts and Culture Division. Tiina Harris, the Community Services Manager for Arts and Culture managed the survey process. The survey was distributed February 5 and closed on March 7. There were an impressive 617 responses to the public survey.

Profile of Survey Respondents

More than 60 percent of the survey respondents were from the City of Marquette; 65 percent were female. Given who is involved in the arts community, it was no surprise that 55 percent were over 55 years old. There is a high degree of learning throughout the Marquette community; 46 percent had a four-year degree and 33 percent had a graduate degree. The population mix of Marquette was reflected in the survey with 62 percent of the respondents living in one- or two-person households. Marquette enjoys a relatively stable and committed community of people who love to live here. Of the

respondents, 35 percent have been in Marquette 31 years or more. Some 56 percent had household income of less than \$75,000.

Survey Results

When asked about the most important attributes of living in the Marquette Area, 97 percent of survey respondents ranked Lake Superior as important or very important and 96 percent cited the natural environment. This confirms the strong expression of this priority heard in community focus groups and interviews. Third in the rankings at 89 percent were arts and cultural activities, followed closely by recreational opportunities at 87 percent. Lifestyle, people and educational opportunities all rated in the low 80 percent range with history, heritage and historic places ranked important or very important by 77 percent. Less important but still highly rated were professional career opportunities and opportunities to develop "one's own thing," both at 68 percent. Other attributes listed by smaller percentages included safety, food, music, affordability and environmental awareness.

Arts, culture and heritage activities in which people participated were led by arts festivals (64 percent) and events at the public library (64 percent). A high percentage of people purchased original art and craft objects (60 percent). Similar numbers attended museums and events at Northern Michigan University (57 percent for both) and 56 percent participated in special events or festivals they didn't consider in the arts. Those indicating they used heritage trails (54 percent) were followed closely by those listening to music in informal venues such as a bar (53 percent) and those attending community theater (53 percent). Just under half (48 percent) read novels, plays or poetry with a lesser number listening to traditional

music (36 percent) or classical music (33 percent). Similarly, about one-third listened to or watched noncommercial radio or TV (32 percent), listened to popular music (32 percent), participated in specialty food production or preparation (32 percent) and listened to other music (31 percent). Some respondents also participated in hands-on classes (27 percent), performance or exhibition of traditional cultures (27 percent) and dance (23 percent). Fewer attended literary or poetry readings (11 percent).

Marquette Area residents exhibit pretty eclectic interests in their cultural participation patterns. When asked to indicate the kind of events that are important for Marquette to offer, the farmers market ranked highest at 89 percent. Other important events and activities included those at the public library (87 percent), arts festivals (87 percent), historical museums (86 percent) and heritage trails and historic venues (85 percent). Close behind those, both at 85 percent, are visual art museums and the Children's Museum. Artisan food and beverage festivals were cited as important by 81 percent and arts markets by 80 percent.

The ways people learn about cultural activities include personal recommendations and invitations that were cited as important or very important by a total of 82 percent. Social media attracted a higher percentage of those who find it very important (52 percent) versus 50 percent for personal contacts, reflecting the changing media landscape. Social media was important or very important for 77 percent with posters or fliers receiving the same total (77 percent) but far fewer gave a very important response (36 percent) for posters and fliers. The publication, *Marquette Monthly*, ranked fourth as a source of information on arts and culture with a total of 72 percent but a high very important response of 45 percent.

Radio in general, and *Mining Journal* had similar rankings at 65 percent and 64 percent, with *Mining Journal* cited by 38 percent as most important while radio was most important to 33 percent. Other sources of information at more than 50 percent were the Marquette Arts and Culture Center (61 percent), emails from arts groups (61 percent), television (56 percent) and the City of Marquette website (51 percent). The Marquette County Travel and Visitors Bureau garnered 43 percent important and very important rankings, split almost equally between the two. This earned a relatively high ranking, assuming the Bureau tailors its information for visitors and survey respondents represent residents.

As in most communities, preferred communication vehicles remain an eclectic mix, with forms such as social media and websites growing and direct mail declining but still important. Direct mail was important or very important for a total of 38 percent, of which 14 percent indicated it is very important and 24 percent said it was important. For 34 percent, direct mail was neutral, the highest neutral rating of any source.

Far more people in the Marquette Area feel that various arts and cultural activities are important to the community than who participate in those activities. For example, 64 percent indicated they have participated in events at the public library yet 87 percent feel those events are important or very important. The pattern continues with 53 percent saying they participate in youth theater and 53 percent in community theater; 78 percent and 79 percent say those activities are important or very important to the community. While only 32 percent say they participate in popular music, 69 percent said it was important or very important to have popular music available in the community. Music of various forms is important or very important to a strong majority, traditional

music by 78 percent (with actual participation 36 percent), classical music by 72 percent (with actual participation 33 percent), popular music 69 percent (with actual participation 32 percent). Arts markets were considered important or very important by 80 percent and craft fairs by 71 percent. Sixty percent of respondents indicated they had purchased original art or craft work within the past year. People value arts and culture in various forms, whether or not they directly participate in them.

In regards to future arts and culture development, the greatest percentage of respondents ranked as very important the building of an all-purpose venue for the arts with 49 percent sharing this highest priority. However, building such a center ranked third overall when combining those calling it important and those calling it very important. Bringing more national arts/culture attractions and more live music both garnered the greatest total with 78 percent who rated these important or very important. More all-around entertainment venues had 71 percent, with more programs that connect art and nature at 68 percent.

A greater than 50 percent ranking of important and very important was given to workshop space for crafts (64 percent), outdoor live theater (63 percent), more children's programs (62 percent), more heritage activities (58 percent) and more rehearsal venues (52 percent). Other activities prioritized by fewer than 50 percent included environmental projects, more visual arts spaces, affordable studio space and a film festival.

Marquette Area residents were asked to weigh in on what services they believed would be helpful to advance arts, culture, and heritage development. The highest priority, at 90

percent, was an online calendar for all arts and culture events. A comprehensive information service is clearly important to residents. Surprisingly, a close second priority (87 percent) is to ensure arts and culture are part of the city's economic and community development planning and work. While a calendar is directly helpful to the average person participating in cultural life, municipal strategies related to economic development seem less directly relevant to people on a daily basis. Nevertheless, this ranked high.

Advocating for arts education was a priority for 83 percent; providing arts education opportunities was a priority for 82 percent. For a community that values its youth and education as highly as Marquette, this is not a surprise. Nonetheless, it has not previously been expressed as a cultural community priority this strongly. Survey respondents also expressed a desire to communicate their concerns with 81 percent indicating it was important or very important to advocate the importance of the creative sector to public officials.

A similar number (80 percent) advocated that arts organizations coordinate marketing activities. The ongoing town/gown challenge with Northern Michigan University was important or very important to 78 percent, who felt that better connections need to be made with activities at the University. Providing opportunities for direct participation in arts programs was cited by 77 percent and providing resources to organizations to support programming by 76 percent. Also garnering 76 percent was attracting and retaining artists and creative workers. Coordinating planning with the Downtown Development Authority and connecting with the County CVB attracted 74 percent and 71 percent as important or very important.

The community was also asked about specific things the City should do to assist arts and culture. The highest ranked activity at 87 percent was supporting arts education in schools. Second, at 85 percent was providing an online arts and culture calendar. Continuing support for the space and activities of MACC at 80 percent was third, followed by marketing and promotion for MACC at 78 percent. Rounding out the top five at 78 percent was providing accessible youth programs, resulting in two of the top five related to youth and schools.

Many respondents (76 percent) felt that providing direct financial support for arts and culture is important or very important and 75 percent want to see greater access to arts and culture activities for those with limited means. Other activities above 50 percent included workshops and technical support, reduced fees for arts and cultural events, money for new artistic developments and resources for independent creative artists and entrepreneurs.

Given that most people felt that building an all-purpose venue for the arts was important or very important in an earlier question, a noticeably low total (38 percent) felt it was important (18 percent) or very important (20 percent) to relocate the MACC to its own building. This question also brought the highest percentage of those indicating it was not at all important (14 percent). While most cited a need for a new art space, it was interesting that very few felt it was important for MACC to relocate from its current space in the library.

DATA SUMMARY

This survey was made available to the public on February 5,

2014 and closed on March 7, 2014. There were 617 responses.

This is the numerate response summary, and there is also a narrative summary. Where ratings were applicable, the response summary added up the percentages of 4s and 5s— Important and Very Important—together. The () for each question indicates the number of total responses to that question. The numbers in () next to the percentages represent the ranking of that response in the Very Important category.

1. Importance to you of the following about living in MQT? (609)

- a. Lake Superior and Harbor 97% (1)
- b. Woods and natural surroundings 96% (2)
- c. Arts and culture activities 89% (3)
- d. Recreational opportunities 87% (4)
- e. The lifestyle84%
- f. The people82%
- g. Educational opportunities81%
- h. History, heritage and historic places77%
- i. Professional career opportunity68%
- j. Opportunity to develop your “own thing” ...68%
- k. Other, in order of # of responses
 - i. Safety 7
 - ii. Food 6
 - iii. Music 4
 - iv. Affordability 3
 - v. Environmental awareness 3

2. How you connect with MQT’s cultural community (605)

- a. Interested citizen81%
- b. Audience member.....70%
- c. Community volunteer43%
- d. Donor32%
- e. Amateur artist, performer, writer, etc.31%
- f. Student or parent of student.....30%
- g. Professional artist, performer, writer, designer or other creative workers 23%
- h. Educator or teaching artist19%
- i. Board member arts/culture/heritage organization16%
- j. Business leader, owner or manager of non-creative business9%
- k. Staff of arts/culture/heritage organization ... 8%
- l. Owner/manager of a creative business with employees..... 8%
- m. Economic or community development professional..... 3%
- n. Public official2%
- o. Other:
 - i. Gov.’s board member MI Arts Council
 - ii. Adult student
 - iii. Just moved here
 - iv. Board Pres. of non-cultural philanthropic organization

3. Which arts/culture/heritage have you attended past 12 months? Order of % (607)

- a. Art festivals64%
- b. Public library events.....64%
- c. Purchased original art/craft60%
- d. Art museums/galleries.....58%
- e. Museum57%
- f. Attended arts events at NMU campus57%
- g. Special events/festivals other than arts56%
- h. Used heritage trails.....54%
- i. Music in a non-traditional venue, e.g. bar....53%
- j. Community or professional theatre53%
- k. Read novels, plays, poetry, etc.48%
- l. Traditional music.....36%
- m. Classical music.....33%
- n. Non-commercial community radio/TV32%
- o. Popular music.....32%
- p. Specialty food production/preparation32%
- q. Other music.....31%
- r. Hands on arts classes/workshops.....27%
- s. Performance/exhibition of ethnic cultures ..27%
- t. Dance23%
- u. Literary or poetry readings11%
- v. Other:
 - i. Jazz and blues music
 - ii. Farmers market
 - iii. Beer festival
 - iv. Church events
 - v. Plein air painting
 - vi. Recreational trails
 - vii. Book club
 - viii. 100 Day Art Project

4. Which arts/culture/heritage activities are important for MQT to offer? (611)

- a. Farmers market..... 89% (1)
- b. Public library events..... 87% (2)
- c. Arts festivals..... 87% (3)
- d. Historical museums..... 86% (4)
- e. Heritage venues/trails..... 85% (5)
- f. Visual art museums.....84%
- g. Children’s museums.....84%
- h. Artisan food/beverage festivals.....81%
- i. Arts markets.....80%
- j. Youth theater79%
- k. Adult theater78%
- l. Traditional music.....78%
- m. Classical music.....72%
- n. Craft fairs.....71%
- o. Popular music.....69%
- p. Other music.....67%
- q. Other dance55%
- r. Ballet54%
- s. Modern dance.....54%
- t. Other:
 - i. Culinary experiences
 - ii. Public and private gardening
 - iii. Author events
 - iv. Outdoor activities
 - v. Studio space
 - vi. Public arts

5. Rate importance of information services (599)

- a. Personal recommendation/invitation 82% (2)
- b. Social media 77% (1)
- c. Poster or flier 77% (3)
- d. Marquette Monthly 72% (4)
- e. Radio65%
- f. Mining Journal64%
- g. MACC (visit or printed)61%
- h. Emails from local arts/culture orgs.....61%
- i. Television56%
- j. City of Marquette website51%
- k. Marquette County Travel and Visitors Bureau43%
- l. Direct mail37%
- m. Other:
 - i. NMU or PWPL website
 - ii. Library calendar
 - iii. Event specific sites

6. What arts/culture activities should Marquette develop? (601)

- a. Bringing national arts/culture attractions78% (2)
- b. More live music programming..... 78% (3)
- c. Building an all-purpose venue that is inexpensive to rent 73% (1)
- d. More all-round entertainment venues... 71% (4)
- e. More programming connecting art & nature.....66%
- f. Workshop space for crafts, such as kiln, sinks, storage, dance floor, etc.64%
- g. Outdoor art program63%
- h. More children’s programming62%
- i. More live theatre programming60%
- j. More heritage oriented activities58%
- k. More rehearsal space venues52%
- l. Other:
 - i. Environmental projects
 - ii. More visual arts space
 - iii. Affordable studio space
 - iv. Film festival

7. What services would be helpful to arts/culture/heritage development? (590)

- a. Provide online calendar: all arts/culture events 90% (1)
- b. Ensure arts/culture development included in City’s economic & community development..... 87% (2)
- c. Advocate for arts education 83% (3)
- d. Provide arts education opportunities82%
- e. Advocate importance of creative sector to public officials81%
- f. Coordinate marketing for arts and culture activities in the area80%
- g. Better connection with NMU’s arts offerings78%
- h. Provide opportunities for direct participation in artistic endeavors.....77%
- i. Provide resources and services for organizations to develop their programs76%
- j. Attract and retain artists/creative workers ..76%
- k. Coordinate planning with DDA74%
- l. Connect with Marquette County Travel71%
- m. Document impact of the creative sector71%
- n. Provide resources for individual creatives....68%
- o. Reduce barriers to cultural participation.....67%
- p. Other:
 - i. Access to NMU facilities
 - ii. Connection to food/gardens
 - iii. More grants

- 8. What should City be providing to arts/culture/heritage? (684)**
- a. Support arts education in schools 87% (1)
 - b. Comprehensive arts and culture calendar via online access 85% (2)
 - c. Continue to support location and activities of the MACC..... 80% (3)
 - d. Provide marketing & promotion of MACC....78%
 - e. Provide financially accessible youth programs78%
 - f. Provide direct support for arts and culture activities, i.e. grants to artists, arts organizations, festivals.....76%
 - g. Provide greater access to cultural opportunities for those with limited means.....75%
 - h. Help nonprofit organizations by providing access to technical support, workshops and other resources and services71%
 - i. Subsidize arts & culture events by providing free or reduced permit fees.....68%
 - j. Invest or assist in finding monies for new artistic developments, such as multi-purpose or artist studios68%
 - k. Provide resources and services for independent creative businesses59%
 - l. Support affordable artist housing and studio space downtown.....51%
 - m. Relocate MACC to its own building38%
 - n. Other:
 - i. New performing venue
 - ii. Improve City website
 - iii. MACC as facilitator for making things happen; not own programming

- 9. Resident of: (601)**
- a. City of Marquette.....60%
 - b. Chocolay Township11%
 - c. Marquette township.....11%
 - d. Other20%

- 10. Gender: (596)**
- a. Female.....65%
 - b. Male35%

- 11. Ages (598)**
- a. Under 2512%
 - b. 25–3420%
 - c. 35–4411%
 - d. 45–5419%
 - e. 55–6421%
 - f. 65+15%
 - g. No answer2%

- 12. Education (601)**
- a. High school.....9%
 - b. Community/two-year college8%
 - c. Four-year college46%
 - d. Graduate degree33%

- 13. Number of people in household (596)**
- a. Single.....18%
 - b. 245%
 - c. 3 or 429%
 - d. 5+6%

14. Ages of people in household (587)

- a. Under 5 yrs7%
- b. 5–19 yrs29%
- c. 20–34 yrs39%
- d. 35–54 yrs38%
- e. 55–64 yrs24%
- f. 65+ yrs19%
- g. No answer5%

15. Number of years lived in area (600)

- a. Under 37%
- b. 3–5 8%
- c. 6–10 12%
- d. 11–1510%
- e. 16–20 10%
- f. 21–3017%
- g. 31+35%

16. Household income (597)

- a. Under \$25,00015%
- b. \$25,000–\$50,00022%
- c. \$50,000–\$75,00019%
- d. \$75,000–\$100,000 11%
- e. over \$100,00015%
- f. No answer18%

APPENDIX D

ARTIST SURVEY RESULTS

May 15, 2014

NARRATIVE SUMMARY

The purpose of the artist survey was to understand the profile of the individual artist community, how artists operate their business in the Marquette area and what their needs are going forward. The survey was administered through the City of Marquette's Arts and Culture Division. Tiina Harris, the Community Services Manager for Arts and Culture managed the survey process. The survey was distributed January and closed on March 15. There were an impressive 168 responses to the artist survey.

Profile of Survey Respondents

More than 53 percent of artists surveyed have lived and/or worked in Marquette for over 16 years; 38 percent over 26 years. Some 58 percent are over 40 years of age and 24 percent are under 30. The majority of artists have been practicing their art form more than 11 years. More than 76 percent live in the City of Marquette with another 8 percent in Marquette Township.

Some 51 percent of the artist respondents are visual artists: 13 percent artisan/craftsperson, 11 percent music/audio arts, 9 percent design arts, 7 percent literary arts, 4 percent theater arts and dance and 1 percent film/video.

Survey Results

Below is a look at the top three categories in each of the artist professions:

- Visual Arts: painting, mixed media, drawing.
- Artisan/craftsperson: woodworking, pottery, quilting.
- Theater arts: experimental/performance, spoken word, storytelling.
- Music/audio arts: instrumental performance, vocal performance, composition and songwriting.
- Dance: ethnic, choreography, ballet.
- Film/media: film, videographer, documentary filmmaker.
- Literary arts: poetry, creative non-fiction, fiction.
- Design arts: graphic design, fashion/textile design, human centered design.

With respect to how they perceive the time committed to their art, more than 40 percent perceive their work as part-time, 35 percent full-time and 20 percent as a hobby. The majority consider themselves self-taught artists; 65 percent have some college education. Not surprisingly, 60 percent of the respondents are self-employed or independent and work from home.

Income generation is quite varied among artists, with 36 percent saying that they generate less than half of their income from their art and 27 percent saying that all of their income is generated outside of their art. This is reflected in the 92 artists, or 61 percent, who say their estimated income from art is less than \$5,000 annually. Some 84 percent say they earn less than \$25,000 from their art, although there are seven respondents (5 percent) who say they earn more than

\$100,000 annually. If you take the lowest number of the ranges the survey provided and multiply by the number of respondents, the total dollar value would be approximately \$2.3 million annually.

With respect to where their income comes from, 48 percent say internet (their own and other websites); 42 percent say paid commissions with 37 percent galleries, 34 percent private studios, 31 percent seasonal festivals/shows, 31 percent teaching, 20 percent retail. And 66 percent of their earnings come from Marquette, with 34 percent of their earnings coming from a combination of regional, national and international sources. Interestingly, 45 artists do not sell their art locally!

These artists promote their work primarily through word of mouth and social media.

The artist respondents generally are paying between \$200 and \$299 per month for rent and think a fair rental price would be \$100–\$299. This is reflected in focus group comments about the perceived high price of living and workspace in downtown Marquette. There seems to be a need for more gallery space, shared studio spaces and live/work spaces.

With respect to their own education and providing services to the community, only 38 percent offer classes and other resources to the community and more than 60 percent are interested in technique workshops in their area of expertise. There is significant interest in improving their grant writing skills, marketing skills and technology skills.

DATA SUMMARY

This survey was made available to the artist community on January 3, 2014 and closed on March 15, 2014. There were 168 responses.

17. Age Range (166)

- a. Under 30 yrs.....24%
- b. 31–40 yrs.....18%
- c. 41–50 yrs.....14%
- d. 51–60 yrs.....16%
- e. 60+ yrs.....28%

18. How many years practicing art form? (164)

- a. Under 5 yrs.....13%
- b. 6–10 yrs.....20%
- c. 11–20 yrs.....27%
- d. 21–30 yrs.....14%
- e. 31–40 yrs.....10%
- f. 40+ yrs.....16%

19. Description of your work (161)

- a. Visual arts (contemporary, fine arts, body art, photographer, etc).....51%
- b. Artisan/craftsperson (knitter, quilter, wood turner, weaver, quill work, etc.)13%
- c. Music/audio arts11%
- d. Design arts (graphic design, fashion, landscape architecture)9%
- e. Literary arts7%
- f. Theater arts (actor/director/costume, lighting, sets, storyteller, etc.)4%
- g. Dance (choreographer, performer, dance school owner/instructor) 4%
- h. Film/video1%

20. Visual Arts (113)

- a. Painting46%
- b. Mixed-media29%
- c. Drawing25%
- d. Photography.....25%
- e. Illustration15%
- f. Printmaking.....12%
- g. Metal12%
- h. Paper11%
- i. Fiber9%
- j. Wood.....9%
- k. Ceramics.....8%
- l. Body art.....3%
- m. Leather2%
- n. Glass1%

21. Artisan/craftsperson (30)

- a. Woodworking.....40%
- b. Pottery23%
- c. Quilting.....17%
- d. Bead work17%
- e. Embroidery.....10%
- f. Blacksmithing10%
- g. Weaving7%
- h. Culinary3%
- i. Fly tying3%
- j. Quill work.....3%

22. Theater Arts (21)

- a. Experimental/performance52%
- b. Spoken word48%
- c. Storytelling29%
- d. Classical19%
- e. Playwriting19%
- f. Directing.....19%
- g. Theatrical design19%

23. Music/Audio Arts (35)

- a. Instrumental performance.....54%
- b. Vocal performance.....37%
- c. Composition/songwriting34%
- d. Jazz/Blues31%
- e. Choral23%
- f. Contemporary/experimental23%
- g. Electro acoustic20%
- h. Ethnic17%
- i. Chamber and solo works14%
- j. Conducting9%
- k. Opera 3%

24. Dance (13)

- a. Ethnic dance62%
- b. Choreography46%
- c. Ballet39%
- d. Modern31%
- e. Jazz31%
- f. Avant-garde and experimental23%

25. Film and Media (16)

- a. Film.....75%
- b. Videographer62%
- c. Documentary film maker62%
- d. Video editor50%

26. Literary Arts (27)

- a. Poetry.....63%
- b. Creative non-fiction48%
- c. Fiction.....37%
- d. Screenplay writing15%

27. Design Arts (32)

- a. Graphic design72%
- b. Fashion/textile design.....19%
- c. Human centered design.....19%
- d. Architecture12%
- e. Furniture design12%

28. How do you perceive the work you do? (162)

- a. Part-time43%
- b. Fulltime35%
- c. Hobbyist20%
- d. Volunteer1%

29. What education do you have for your work? (164)

- a. Self-taught.....57%
- b. Workshops/seminars39%
- c. Bachelor’s degree34%
- d. Post graduate degree.....18%
- e. High school.....16%
- f. Some college or 2 year degree13%
- g. Apprenticeship8%
- h. Some post graduate.....7%

30. How many years lived and/or worked in Marquette? (162)

- a. 26+38%
- b. 5–1015%
- c. 11–1512%
- d. 2–512%
- e. 16–209%
- f. 21–256%
- g. 1–24%
- h. Less than 1 yr4%

53% have lived/worked in Marquette more than 16 years

31. Which best describes type of organization you are involved with? (158)

- a. Self-employed/independent.....60%
- b. Not-for-profit16%
- c. Educational institution.....13%
- d. Commercial business9%
- e. Government2%

32. Which best describes your work environment? (157)

- a. Work from home.....67%
- b. Private studio21%
- c. Work outdoors17%
- d. Shared studio15%
- e. Mixed use building.....14%
- f. Designated heritage building2%

33. What city/township is your business located in? (132)

- a. City of Marquette.....76%
- b. Marquette township.....8%
- c. Ishpeming..... 4%
- d. Gwinn3%
- e. Powell.....3%
- f. Negaunee township2%
- g. West Ishpeming1%
- h. Negaunee1%
- i. Big Bay.....1%

34. Which best describes income generated from your art? (163)

- a. Less than half36%
- b. None (generated outside art/culture)27%
- c. All13%
- d. Not applicable9%
- e. Approximately half.....8%
- f. Majority.....7%

35. What is estimated income from your art? (151)

- a. 0–\$5,000 61% (92)
- b. \$6–9,000 10% (15)
- c. \$10–25,000 13% (19)
- d. \$26–30,000 3% (4)
- e. \$31–35,000 5% (7)
- f. \$36–40,000 1% (2)
- g. \$41–45,0000%
- h. \$46–75,000 3%(5)
- i. \$76–100,000 1%(1)
- j. \$101–125,000 1% (2)
- k. \$126–150,000 1% (1)
- l. \$151–200,0000%
- m. \$201–250,000 1% (2)

- n. \$251–300,0000%
- o. \$300,000+ 1% (1)

If you take the lowest number of the range and multiply by # of respondents, the total dollar value would be (assumed \$3,000 for 0-\$5,000)
\$2,285,000

36. What location do your earnings come from? (128)

- a. Marquette66%
- b. Regional.....33%
- c. National.....28%
- d. International6%

34% of earnings come from outside Marquette region

37. Where does your revenue come from? (131)

- a. Paid commissions.....42%
- b. Galleries37%
- c. Privately owned/home studio34%
- d. Internet sales/own website31%
- e. Seasonal festival/shows31%
- f. Teaching31%
- g. Retail shops.....20%
- h. Internet sales/other website17%
- i. Restaurants/bars/coffee shops15%
- j. Auditoriums/theatres8%
- k. Royalties.....7%
- l. Busking.....2%

38. Do you rent or own your business space? (156)

- a. Yes59%
- b. No.....41%

39. If you rent, how much do you pay/month? (42)

- a. \$200–\$29961%
- b. \$300—\$39912%
- c. \$400–\$599 2%
- d. \$600–\$799 5%
- e. \$800–\$9992%
- f. \$1,000–\$1,49910%
- g. \$1,500–\$1,9990%
- h. \$2,000–\$2,4992%
- i. \$2,500+ 5%

40. What do you consider a fair rental price for a studio in Marquette? (108)

- a. \$100–\$29965%
- b. \$300–\$49924%
- c. \$500–\$7995%
- d. \$800–\$9993%
- e. \$1,000+4%

41. If you have public studio, how set up to accommodate visitors? (35)

- a. Viewing finished work.....63%
- b. Sell work.....54%
- c. Classes/workshops.....46%
- d. View demonstrations.....26%

42. What additional facilities do you need to be successful? (100)

- a. Gallery in space not already available38%
- b. Shared studio space34%
- c. Private studio space31%
- d. Living/work studio space in City31%
- e. Larger work space25%
- f. Rehearsal space21%

- g. Meeting room20%
- h. Performance venue in space not already available20%
- i. Recording/audio studio facility.....14%
- j. Dance floor9%
- k. Shared office space with equipment8%

43. Is your work available locally? (138) (list companies/shops that carry it)

- a. Yes68%
- b. No33%

33% of 138 artists, or 45 artists do *not* sell their art locally.

44. How many people do you employ? (103)

- a. Less than 594%
- b. 6–104%
- c. 11–152%

45. Do you offer classes/resources to community? (145)

- a. Yes38%
- b. No62%

46. How do you promote your work? (143)

- a. Word of mouth80%
- b. Facebook.....66%
- c. Personal website.....50%
- d. Local newspaper25%
- e. Postcards.....22%
- f. Posters22%
- g. Local publications.....22%
- h. Artist cooperative18%
- i. Twitter.....18%
- j. Integra.....17%
- k. Organization website17%
- l. Brochures17%
- m. Television12%
- n. National publications10%
- o. Gallery/studio tours10%
- p. Shared marketing.....9%

Over 100% use social media.

47. What kind of continuing education opportunities interest you? (124)

- a. Technique workshops in area of expertise...60%
- b. Improve business skills46%
- c. Grant writing43%
- d. Improve marketing skills.....42%
- e. Improve technology/computer skills.....25%

48. List local businesses you rely on for support services and supplies.

49. List up to five out-of-town businesses you rely on for support services and supplies.

50. List any rewards or recognitions for your work.

APPENDIX E

COMPARABLE CITIES REPORT

April, 2014

ATHENS, OHIO

	Athens, OH	Marquette, MI
City Population:.....	23,88	21,300
City Square Miles	10	11
Micropolitan Statistical Area	64,304	67,906
University Student Population	22,6000	9,100
City Municipal Arts Commission and Nonprofit: Athens Area Arts Council (founded 1998)		

From City of Athens Website

Athens Municipal Arts Commission

The Athens Municipal Arts Commission (AMAC) is a City Council appointed commission of the City of Athens, OH. Its mission is to make recommendations to the Mayor, City Council and the community in order to enhance the existing cultural resources of the area, to encourage new opportunities for the creation, performance, and exhibition of all the arts, and to promote policies and activities that preserve the beauty, history and culture of the region.

Athens Area Arts Council: [“connecting the arts to the community through promotion, education and funding”](#)

History

The Athens Area Arts Council is Legacy Project of Athens 96, the group that coordinated local activities projects. One of these was the creation of an arts council. After receiving input from the community in a series of public meetings, a Steering Committee was formed to develop a mission statement and draw up by-laws. The first board of directors was installed in January 1998. Seed money from Olympic funds was given, to be used in promoting community art projects. The Athens Area Arts Council raises funds primarily through memberships, donations, and an annual fundraiser “Celebrate the Arts.”

Mission/purpose

Athens Area Arts Council is a non-profit arts organization staffed entirely by volunteers. Its goal is to integrate the artistic resources of the Athens area into our educational system, local economy, and the community’s culture. AAAC is an active advocate for public art and sponsors artistic performances and events that broaden the community exposures to the arts—visual art, film, music, dance and literature. AAAC also serves as a clearinghouse for information about the arts and provides support services to working artists.

Signature Events

- **Pulaski Street Art Crawl, Saturday, October 5 from 5pm to 9pm, After-Party at 9pm.** The Athens Area Arts Council has adopted this event, orchestrated its first two years by Valerie Mathews, who at the time was a

sculpture student at UGA. The crawl starts at the Leathers Building, located at 675 Pulaski Street and culminates at ARTini's Art Lounge, where an annual Georgia Sculptors' Society Juried Show has taken place since the crawl's inception. It's a few hours of art, music, eats and drinks and is a lovely way to spend an early October evening.

- **You, Me and the Bus.** You, Me and the Bus is the first public/private partnership between Athens Area Arts Council, The Athens-Clarke County Unified Government, The Athens Transit System and the citizens of Athens. This unique competition sought artistically designed bus shelter designs that will be functional pieces of public art.
- **Celebrate the Arts.** An annual meeting held in a local business that supports the arts. During this event we showcase local artists, musicians, and dancers for the enjoyment of all.
- **Art Decko.** Annual mural project with the public schools. The murals are hung in the stairwell of the College Avenue parking deck.

Arts and Economic Prosperity

The arts are a viable, vibrant part of the Athens-area economy. We explored this topic, and how we can help grow this industry, at our recent Arts & Economic Prosperity luncheon. For our Annual Arts & Economic Prosperity luncheon, we invited speakers from national and regional arts organizations: Americans for the Arts, SouthArts, Georgia Arts Network and Create Athens

About our presentation

A vibrant, varied economic base is what drives a robust economy. But the contributions of artists to the Athens area are more than just weekly wage amounts from the Department of Labor. As the Arts and Economic Prosperity study shows, the arts community brings in dollars, which have a rippling effect across many layers of our economy. It is arts organizations that help create the public face of Athens, which, in turn, drives more high-spending tourism dollars and increases Athens' overall visibility. And what better way to bring in more high-paying manufacturing, tech and financial jobs than to ensure workers can also enjoy a vibrant, lively community with a high quality of life? That kind of community is one that celebrates the arts.

The study also shows a vibrant arts community not only keeps residents and their discretionary spending close to home, but it also attracts visitors who spend money and help local businesses thrive. For example, an arts event not only draws people from out of town, but they also spend money eating at local restaurants or even staying in local hotels. They pay for parking, they shop at local stores or have a cup of coffee before they drive home. Arts tourists stay longer and spend more than the average traveler. Few tourists come to Athens to see the manufacturing community. Few people find themselves downtown on any given night, enjoying dinner before a performance of financial analysts.

Looking at the numbers, it's important to note that our arts industry is not only resilient in times of economic uncertainty, but also a key component to our economic recovery and a prosperous future. There has been a lot of talk recently about economic development, and while it's important to work to

bring in new industries and diversity our workforce, we can't ignore the fact that our arts community is already here. We don't need to spend money to create an industry — it's already here. Business leaders and politicians don't need to make a choice between arts funding and economic prosperity — this study proves they can choose both, and get an immediate return on their investment.

Membership Levels

PATRON OF THE AAAC \$500

- Name listed on website
- Inclusion in general mailing list
- Discounted admission to AAAC events
- Listing in our online artist directory

BENEFACTOR OF AAAC \$1,000

- Name listed on website
- Inclusion in general mailing list
- Discounted admission to AAAC events
- Listing in our online artist directory

STUDENT / SENIOR MEMBERSHIP \$15

- Name listed on website
- Inclusion in general electronic mailing list
- Discounted admission to AAAC events

ORGANIZATIONAL MEMBERSHIP \$100

- Name listed on website
- Inclusion in general mailing list
- Discounted admission to AAAC events
- Listing in our online artist directory

ARTIST MEMBERSHIP \$25

- Name listed on website
- Inclusion in general mailing list
- Discounted admission to AAAC events
- Listing in our online artist directory

INDIVIDUAL MEMBERSHIP \$20

Available to any art lover who wants to be connected to the Athens area arts scene. Membership benefits include:

- Name listed on website
- Inclusion in general electronic mailing

KEENE, NEW HAMPSHIRE

	Keene, NH	Marquette, MI
City Population.....	23,400	21,300
Square Miles	37	11
Micropolitan Area Population	76,851	67,906
University Student Population.....	5,100	9,100

Area-wide Nonprofit: Arts Alive! (founded 2007)

Arts Alive! is a nonprofit organization working to sustain, promote and expand access to arts and cultural resources in the Monadnock Region. Arts and culture are community assets that enhance financial strength, health and wellness, and social capital in the communities where they are supported.

Arts Alive! comprises a broad range of arts and cultural organizations—museums, acting troupes, musical organizations, theatres, galleries—that share a common goal to enhance arts and culture in our region.

Arts Alive is a 501(c) 3 nonprofit organization comprised of a broad range of arts, cultural, and community organizations working to sustain, promote and expand access to arts and cultural resources in the Monadnock Region.

Mission

Arts Alive enhances quality of life by advancing arts and culture in the Monadnock Region.

Vision

The Monadnock Region will have a flourishing cultural community that values and invests in the arts and a creative economy.

How We Started

Arts Alive began in 2007 as a broad-based, grassroots coalition, convened by a few individuals active in the arts community to discuss plans for a collaboration that would include programming, fundraising and other activities of mutual interest. Arts Alive was incorporated in 2009 as a New Hampshire nonprofit corporation and received its 501(c) 3 tax-exempt status. Arts Alive is governed by an 18-member Board of Directors from a variety of artistic backgrounds and business affiliations, representing communities throughout the Monadnock region.

Who We Are Today

Arts Alive currently has a talented, committed, and enthusiastic leadership and a clear vision of how it will develop and grow structurally, programmatically and financially over the coming three years. With increased attention devoted to marketing and outreach strategies, new development opportunities and the cultivation of long-term financial commitments, we feel confident in our ability to expand our program offerings and infrastructure. New leadership for the organization is in place with the recent appointment of Executive Director Kate Dean. The standing committees and task forces are comprised of board members, community activists, and arts supporters. We look forward to sharing our focused vision with potential investors and other partners in the Monadnock area and the greater community.

Achievements of Arts Alive to Date

- Implemented a behind-the-scenes, operational Planning Calendar to help participating organizations avoid scheduling conflicts.
- Commissioned a groundbreaking Economic Impact Report, facilitated by Americans for the Arts, that was presented in January 2010 throughout the region. The study surveyed 40 communities in the region and indicated that arts and culture are a \$16.6 million industry in this region, bringing new revenues and jobs to the region.
- Collaborated with several municipalities to incorporate arts and culture as an integral element in their Master Plans. This initial and ongoing effort has already been effective in Keene, Jaffrey and Peterborough.
- At the request of arts organizations, conducted a survey of available arts facilities, including performance venues, practice facilities, storage space for art work, sets, costumes, etc., in order to try and maximize usage of facilities and enable organizations to access facilities they may not have been able to before.
- Convened and facilitated discussions among organizations sharing the vision of creating a Multi-Arts Center in downtown Keene. After a feasibility study, the Multi-Arts Center initiative was put on hold indefinitely, but talks continue between organizations that remain interested in heightened collaboration.
- Served as the catalyst in the formation of the

Monadnock Choral Arts Alliance, bringing together all the choral groups in the Monadnock area to coordinate programming and marketing.

- Serve as the fiscal agent for a number of small area arts organizations, allowing new and innovative programs and projects such as the Monadnock International Film Festival to launch.

Arts Alive Three-Year Strategic Plan, 2013-2015

GOAL 1: To sustain and grow the Monadnock region as a destination for people interested in arts and culture.

Objective

To promote, sustain and grow arts and culture travel and tourism to the Monadnock region in order to bring economic growth and jobs to the area and to build audiences and participants in arts, culture and creative endeavors

Strategies

- Develop partnerships with other organizations and businesses seeking to increase travel and tourism to the area, in order to expand the reach of Arts Alive and its unique mission.
- Create and implement a marketing strategy, in conjunction with regional and State partners, to maximize new audiences and participants in regional arts and cultural activities.
- Obtain collaborative support from regional arts and cultural entities in order to ensure full

participation in marketing and cultural tourism initiatives.

- Identify and implement a system of metrics in order to benchmark achievements in attracting new resources to the area.

Goal 2: To create a widely-recognized go-to calendar for all cultural and arts activities in the Monadnock Region.

Objective

To develop a centralized, easy-to-use and manage events calendar for use by multiple stakeholders throughout the Monadnock Region, in order to generate awareness of what's happening in the region in arts, culture and creative engagement.

Strategies

- Create a technological solution that enables anyone who wants to post or link to the calendar to do so easily and without extensive training or expertise.
- Develop an outreach plan to engage stakeholders and ensure high participation rates by key organizations.
- Implement a marketing plan in order to establish a well-known and frequently used calendar for arts, culture and creative activities in the region.

Goal 3: To facilitate communication and collaboration among the arts, businesses, and host communities.

Objective

To strengthen the partnerships between and among arts and cultural entities and businesses and host communities in order to increase investment in the arts and culture, increase audiences and participants in the creative economy and ensure that all partners benefit from this engagement.

Strategies

- Educate businesses as to the importance of the arts through better marketing of the economic impact study and through targeted efforts to connect their goals with what the arts and culture can do to help them reach those goals.
- Increase business awareness of the community-wide value of the arts, culture and creative economy, and expand their willingness to invest in these community assets.
- Link arts, culture and creative entities with businesses through specific types of joint partnerships, such as board service opportunities or exhibition/performance opportunities at businesses.
- Establish strategic opportunities to garner public and government support for the arts and culture, including projects such as a broad-based advocacy program, an Arts & Culture Giving Day or events such as First Fridays.

Goal 4: To establish sustainable revenue sources to enable the achievement of these goals.

Objective

To ensure that Arts Alive is financially sustainable long-term in order that it can provide significant support to the region's arts, cultural and creative communities.

Strategies

- Establish a long-term fundraising plan that will diversify funding sources and engage more partners in the mission and vision of Arts Alive.
- Implement a membership strategy that engages arts, cultural and creative entities, as well as interested community partners, in carrying out the mission of Arts Alive.
- Create and implement a public relations and marketing plan that will ensure that those with an interest in the arts and culture understand the mission of Arts Alive and are present.

Areas of Focus

- Arts Alive! seeks to develop an infrastructure that will sustain, promote and expand access to arts and cultural resources.
- Completed an economic impact study demonstrating the economic value of arts and culture.
- Participated in a regional cultural needs assessment.
- Creating a vision and facilitating master plans for arts and culture in the region and developing ties with municipalities.

- Developing communication channels to increase awareness of and participation in artistic and cultural events.
- Cultivating funding sources for arts and culture throughout the region.
- Developing tools that foster collaboration, communication, and cooperation among arts and cultural organizations.

How Arts came Alive!

In 2007, a group of private citizens convened a meeting of regional cultural and artistic organizations to discuss plans for an informal collaboration that would facilitate communication and distribution of information regarding programming, fund raising and other activities of mutual interest. The first Plenary Session of the Monadnock arts and cultural organization was held on January 11, 2008, at Antioch University New England, and generated an enthusiastic consensus and collaboration. Arts Alive! was incorporated as a New Hampshire nonprofit corporation in 2009 and received 501(c)3 status in 2010.

A Volunteer Effort

Arts Alive! is governed by a 16-member Board of Directors drawn from towns across the region and a wide range of art and cultural disciplines. The Board is supported by eight work groups addressing a range of mutual issues and initiatives. To date Arts Alive! has developed an online planning/event calendar for participants, held consultations with Keene Master Planning work group to include arts and culture as part of the City of Keene's Master Plan, collaborated with

Americans for the Arts to complete an Economic Impact Study for the Monadnock Region and conducted a cultural needs assessment with Webb Management Services for the planning of a multi-arts center in downtown Keene.

Board of Directors as of March 2014

Carl Jacobs, Chair, Keene City Council
Gail Malitas, Vice Chair, Keene Chorale, Monadnock Choral Arts Alliance
Jim Narkiewicz, Secretary Monadnock Travel Council, Manager, Day's Inn
Matora Fiorey, Treasurer, Director, Surry Village Charter School
Beth Brown, Director of Development, MoCo Arts
Sally Bulger, ICU Cheshire Medical Center
Maureen Curtiss, General Manager, Timken-Keene
Alec Doyle, Executive Director, The Colonial Theatre
Katie Gardella, President, Prosper Fundraising
Dr. Andrew T. Harris, Dean of Arts and Humanities, Keene State College
Caroline Hollister, Park Theater
Shannon Mayers, Director, Redfern Arts Center, Keene State College
Melinda Mosier, Senior Program Officer, NH Charitable Foundation
Don Primrose, Founder, Hundred Nights, Inc., The Edge Ensemble
Pelagia Vincent, Hospitality Consultant, Depot Square and Waterhouse Restaurant
Keri Wiederspahn, Director, Sharon Arts Center

Executive Director

Katharine Dean

Funders

Hoffman Family Foundation
Putnam Foundation
C&S Wholesale Grocers
New Hampshire Charitable Foundation-Monadnock Region

Coordinating Agencies

Antioch New England University
Giving Monadnock
Monadnock United Way
New Hampshire Business Committee for the Arts
New Hampshire State Council on the Arts
SW Region Planning Commission

Participating Organizations

Acting Out, MFS
Actors Circle Theater
Actors Theater Playhouse
Animaterra
Apple Hill Center for Chamber Music
Art for Water
ArtsFest NH
ArtVentures New Hampshire
Branch River Theatre
Cathedral of the Pines
Chamber Singers of Keene
Cheshire Children's Museum
Cheshire Medical/Dartmouth-Hitchcock Keene
Cheshiremen Chorus
Children's Stage Adventures
City of Keene
Colonial Theatre Group, Inc.
Creative Communities Network
Creative Professional's Guild of NH
Crotched Mountain
Dianne Eno/ Fusion Danceworks
Electric Earth Concerts
Edge Ensemble
Elm City Music and Movement
Either/Or Films
Franklin Pierce University
Grand Monadnock Youth Choir

Greater Peterborough Chamber of Commerce
Greater Keene Chamber of Commerce
Hannah Grimes
Historical Society of Cheshire County
Horatio Colony Museum
Hourglass Readers
Jaffrey Civic Center
Jaffrey Chamber of Commerce
JF Singers and Musicians Studio
Keene Chamber Orchestra
Keene Chorale
Keene Community Music Center
Keene Downtown Group
Keene High School
Keene Lions Club
Keene Pops Choir
Keene Public Library
Keene State College
Keene World Harmony Chorus
MacDowell Colony
Mariposa Museum
MoCo Arts
Monadnock Area Artists Association
Monadnock Center for Culture and History
Monadnock Choral Arts Alliance
Monadnock Chorus
Monadnock Community Hospital
Monadnock Fine Art Gallery
Monadnock Folklore Society
Monadnock International Film Festival
Monadnock Living Magazine
Monadnock Music
Monadnock Summer Lyceum
Monadnock Waldorf School
Monadnock Travel Council
Music All Around

Music on Norway Pond
New Hampshire Citizens for the Arts
New Hampshire Dance Institute
Norway Pond Festival Singers
North Country Chamber Players
Old Homestead Association
Peterborough Chamber Choir
Peterborough Folk Music Society
Peterborough Players
Peterborough Town Library
Rabbit Ear Films
Raylynmor Opera
Redfern Arts Center, Keene State College
River Theater
River Valley Community College
River Valley Artisans
SAU 29
Sharon Arts Center
Singers and Musicians Studio
Small Pond Productions
Stageline Studio
Surry Players
The Park Theatre
The Starving Artist
Town of Jaffrey
Town of Peterborough
Thorne-Sagendorph Gallery, Keene State College
Transcend With Art
Tricinium
Two Rivers Community Choir
Voices of the Holy Spirit
Voices of Xperience, LLC
Whole Terrain

Sample: MONADNOCK ARTS ALIVE CALENDAR

Tue Apr 08 2014

4/8 Tue 04:00 PM [He Continues to Make a Difference: The Story of Matthew Shepard](#) Keene State College [keene-state-college](#), [lectures](#) [±](#)

4/8 Tue 06:30 PM [Student Jams with Nancy Salwen](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/8 Tue 07:00 PM [Cheshiremen Chorus & Guest Night](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/8 Tue 07:30 PM [Foreign Film Series - 'Der Tunnel'](#) Keene State College [film](#), [keene-state-college](#) [±](#)

Wed Apr 09 2014

4/9 Wed 09:00 AM [Debbie Busick](#) Keene Pops Choir [music](#) [±](#)

4/9 Wed 02:00 PM [Mariposa Afternoons: Prayer Arrows-The Creation of a Votive Offering](#) Mariposa Museum [mariposa](#), [museum](#) [±](#)

4/9 Wed 07:00 PM [Delrossi's Celtic Fiddle Session](#) Jon's Monadnock Picks (Music) [music](#) [±](#)

4/9 Wed 07:00 PM [Weekly Celtic Jam](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/9 Wed 07:30 PM [Orchestra Concert](#) Keene State College [keene-state-college](#), [music](#) [±](#)

4/9 Wed 07:30 PM [KSC Orchestra](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/9 Wed 08:00 PM [Vermont Jazz Center Jam Session](#) Jon's Monadnock Picks (Music) [music](#) [±](#)

4/9 Wed 09:00 PM [Karaoke at Lab'n Lager, Keene](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/9 Wed 09:30 PM [Harlow's Pub Open Mic](#) Jon's Monadnock Picks (Music) [music](#) [±](#)

4/9 Wed 09:30 PM [Open-Mic](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

Thu Apr 10 2014

4/10 Thu 12:00 AM [The Monadnock International Film Festival](#) Keene State College [art](#), [film](#), [keene-state-college](#) [±](#)

4/10 Thu 06:30 PM [Acoustic Thursdays at Fritz](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/10 Thu 07:00 PM [Brian Ulrich, Artist Lecture](#) Keene State College [art](#), [keene-state-college](#), [lectures](#) [±](#)

4/10 Thu 07:00 PM [Tell Our Stories. The Listening Project for Ending War, with Becky Sakellariou](#) Mariposa Museum [mariposa](#), [museum](#) [±](#)

4/10 Thu 07:00 PM [Caribbean Contradance | Saxtons River VT](#) Monadnock Folklore Society (dance) [dance](#), [monadnock-folklore](#), [music](#) [±](#)

4/10 Thu 07:30 PM [Concert Band](#) Keene State College [keene-state-college](#), [music](#) [±](#)

4/10 Thu 07:30 PM [Keene State College Concert Band](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#)

4/10 Thu 09:00 PM [Karaoke at Lab'n Lager](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) [±](#) [show 1 more](#)

4/10 Thu 09:30 PM [Harlow's Pub Bluegrass Jam](#) Jon's Monadnock Picks (Music) [music](#) [±](#)

Fri Apr 11 2014

- 4/11 Fri 10:00 AM [Brian Ulrich, Round Table Conversation about Publishing](#) Keene State College [art](#), [keene-state-college](#), [lectures](#) +
- 4/11 Fri 06:00 PM [Rick and the Redhead](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/11 Fri 06:30 PM [Live Music at Fritz](#) Jon's Monadnock Picks (Music) [music](#) +
- 4/11 Fri 06:30 PM [Folksoul Ensemble](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/11 Fri 07:00 PM [Puccini's Gianni Schicchi](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/11 Fri 07:30 PM [Bradford Bog People & Decatur Creek](#) Mole Hill Theatre [music](#) +
- 4/11 Fri 07:30 PM [Bradford Bog People & Decatur Creek](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/11 Fri 08:00 PM [Turn It Loose](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/11 Fri 08:30 PM [David Mallett](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) + [show 1 more](#)
- 4/11 Fri 09:00 PM [THC](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) + [show 1 more](#)
- 4/11 Fri 09:30 PM [The Van Burens](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

Sat Apr 12 2014

- 4/12 Sat 10:00 AM [Farmers' Market of Keene](#) Hannah Grimes: Local Food and Farm Events [agriculture](#), [hannah-grimes](#) +
- 4/12 Sat 10:00 AM [Growing Mushrooms in the Forest](#) Mole Hill Theatre [music](#) +
- 4/12 Sat 12:00 PM [Peterborough - P.J. O'Rourke signs and discusses \"Baby Boom\" and tells us why it's not his fault](#) Toadstool Books [javascript:show_view\('books'\)](#) +
- 4/12 Sat 02:00 PM [Puccini's Gianni Schicchi](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/12 Sat 03:00 PM [Milford - EVE SCHAUB and family go a year without sugar - can you?](#) Toadstool Books [javascript:show_view\('books'\)](#) +
- 4/12 Sat 07:00 PM [Classical Music Concert: Latinas: Music by Women Composers and Arrangers of Latin America \[1 2 \]](#) [events](#), [instruction](#), [mariposa](#), [museum](#), [music](#), [venues](#) +
- 4/12 Sat 07:30 PM [Monadnock Chorus](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) + [show 1 more](#)
- 4/12 Sat 08:00 PM [Steel Rail with PHR](#) Mole Hill Theatre [music](#) +
- 4/12 Sat 08:00 PM [Steel Rail with PHR](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) + [show 1 more](#)
- 4/12 Sat 09:00 PM [Floyd Patterson Band](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) + [show 1 more](#)
- 4/12 Sat 09:15 PM [Jandee Lee Porter Band](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +
- 4/12 Sat 09:30 PM [Rockspring](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

Sun Apr 13 2014

4/13 Sun 12:00 AM [The Missing Picture](#) Keene State College [art](#), [film](#), [keene-state-college](#) +

4/13 [Flying Colors 1pm & 3pm & 5pm](#) MoCo Arts [moco](#), [performing-arts](#) +

4/13 Sun 11:30 AM [Michael Blake](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

4/13 Sun 03:00 PM [Monadnock Chorus](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

4/13 Sun 03:30 PM [The Chamber Singers of Keene Spring Concert](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

4/13 Sun 04:00 PM [The Borromeo Quartet plays Bartok Quartets nos. 1, 2 & 4](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

4/13 Sun 04:00 PM [Keene - Donna Dearborn talks about EVERY SUNDAY, a memoir of her father](#) Toadstool Books [javascript:show_view\('books'\)](#) +

4/13 Sun 05:00 PM [Breakbeats](#) Drumming [music](#) +

4/13 Sun 05:00 PM [Mark and Deb Bond](#) MonadNotes [events](#), [instruction](#), [music](#), [venues](#) +

4/13 Sun 08:00 PM [Jake McKelvie & the](#)

SALINA, KANSAS

	Salina, KS	Marquette, MI
City Population.....	47,700	21,300
Square Miles	25	11
Micropolitan Area Population	61,697	67,906
University Student Population.....	23,500	9,100

City Arts and Humanities Department (founded 1966)

Salina Arts and Humanities

Salina Arts and Humanities were established by city ordinance in 1966, in response to local interest in guiding and coordinating an already active cultural landscape in Salina. Growing from a contract relationship with the City, a part-time director, and a budget of under \$10,000, SA&H has developed into a full department of the City of Salina with a staff of fifteen and a budget of over \$1.1 million.

Salina Arts and Humanities serve the community through the mission *of the cultivation of this place through the power of the arts and humanities to change lives and build community*. Service to Salina and the region is implemented through the program areas of Arts Education, Community Art and Design, Horizons Grants Program and the arts-based Smoky Hill River Festival, now in its 35th year.

SAH involves nine citizens serving as the policy-making body of this department of City government. A City Commissioner and a student from a local high school also serve as liaisons to the Commission.

The component Salina Arts and Humanities Foundation, a

501(c)(3) not-for-profit corporation, was formed in 1989. In service to the mission, the Foundation increases public/private interaction by enhancing fund-raising ability, leveraging public funds in a way not otherwise possible.

Participation in the Americans for the Arts Economic Development III study of Americans for the Arts established the value of arts and culture in Salina is a \$23.75 million-dollar industry – one that supports 815 full-time jobs.

Financial support for department infrastructure is being made available by City government in support of the *Big Ideas* cultural planning process, a collaborative work of 31 cultural organizations, 177 artists, the Salinans who participated in public opinion surveys and 801 people who attended community meetings and forums.

Committees from across the community actively work to address each of the five goals of the plan.

1. Make arts, culture and heritage offerings welcoming, affordable and accessible to all Salinans.
2. Make our community a more beautiful place in which to live, work and visit.
3. Use the arts as an engine to drive economic development, and downtown and community revitalization.
4. Make Salina a model community for cultural sector coordination, unity and support.
5. Guide Salina's cultural development with enthusiasm, skill, excitement and vigor.

Salina Cultural Community

- Bergen's Studio and Art Gallery
- Community Access Television
- Kansas Wesleyan University:
- The Gallery
- Music
- Communication and Theatre Arts
- Lakewood Discovery Center
- The Land Institute
- Lee District
- Rolling Hills Zoo
- Salina Art Center
- Salina Arts & Humanities
- Smoky Hill River Festival
- Art a la Carte
- First Thursday Art Rush
- Smoky Hill Museum
A division of the department
- Salina Bicentennial Center
- Salina Area Chamber of Commerce
- Visit Salina
- Salina Community Theatre
- Salina Parks and Recreation
- Salina Public Library
- Salina Symphony
- Stiefel Theatre

Welcome to the lively cultural community of Salina, Kansas.

There are many ways you can get information on the classes, exhibits, concerts, performances, and other exciting events in and around Salina. Pick any one of the locations on our list to the righthand side of this page and with the click of your mouse—transport directly to their website!

Also, [check out our Calendar](#). This Calendar is a quick guide to what's happening in the cultural community of Salina. If you would like to list your information in our Calendar, please contact the Salina Arts and Humanities Department at 785-309-5770.

City of Salina Website

Best place in Kansas to raise kids and to retire!

The Wichita Business Journal recently reported that “[Salina is Kansas' retirement hub](#),” the state's top destination for retirees. In 2009, Salina was selected by Business Week as the “[best place in Kansas to raise kids](#).” Neither of these designations are a surprise to those of us familiar with this community. We already know that Salina is a place that honors its duty to provide the highest quality of municipal services to its citizens.

If you live, work or happen to visit Salina, we invite you to attend a concert or sporting event at the [Bicentennial Center](#). After getting a bite to eat at a favorite downtown hotspot, why not take in a relaxing [Salina Symphony](#) performance at the [Stiefel Theatre for the Performing Arts](#). If you are looking for a visual art experience, ranging from international exhibitions and prestigious national shows to fine art with a local flair, then we encourage you to visit the [Salina Art Center](#). We also offer many museum experiences, including the fully accredited [Smoky Hill Museum](#). For theatregoers, the [Salina Community Theatre](#) is a nationally recognized destination. Those that desire an outdoor experience have many options, including [Kenwood Cove](#), Kansas' largest and most exciting municipal water park. Or, feel free to stop by the [Rolling Hills Wildlife Adventure](#) for the ultimate exotic animal experience. On June 12-15, 2014, don't miss the 38th annual [Smoky Hill River Festival](#), a massive celebration of the arts and community, with music, food and art galore! Salina is a city of nearly 50,000 people

at the crossroads of Interstates 70 and 135, right in the heart of Kansas. As a retail, manufacturing and cultural center, this is a community that is truly making a positive difference in the lives of people.

You can now see why world-renowned adventurer, the late Steve Fossett, chose Salina and our 12,300-foot runway as both the launch and landing site for his record setting, around the world flight in the [Virgin Atlantic GlobalFlyer](#).

As you can see, Salina continually strives to be Kansas' finest community. Thank you for visiting our website and allowing us to serve you!

Sincerely,

Jason A. Gage

Your city manager

Arts and Humanities Department

The Arts and Humanities Department promotes and encourage public awareness of and interest in the artistic and cultural development of the City. It does so by carrying out the mission of “cultivating Saline County through the power of the arts and humanities to change lives and build community.”

Brad Anderson serves as Executive Director and oversees the department’s fourteen (14) employees. Created in 1966, The Salina Arts and Humanities Commission, citizen-based advisory body, provides direct community input to this department of City government.

SAH provides leadership to create a range of quality cultural experiences through its programming areas: Smoky Hill River Festival, the Horizons Grants Program, Community Art and Design, life-long arts and humanities education and a variety

of community services in support of the many cultural agencies that comprise the Salina arts and humanities scene.

SAH represents and develops the arts at the City level, and serves in an advisory capacity to the City Commission and City Manager in matters of public cultural policy. SAH also has oversight of the Smoky Hill Museum, a regional historical museum, which is a division of the department, with administration under the direction of the SAH Executive Director. The Arts & Humanities Department is located at 211 W. Iron Avenue and can be reached at (785) 309-5770 or sahc@salina.org.

Community Programs and Services

The job of the arts is to awaken our emotions and widen our horizons. It is a job as important to the total development of our culture and humanity as any science or technology.

Salina Arts and Humanities endeavors to create a vibrant atmosphere for people to make meaningful connections— with themselves, with others and with their community through the arts. In this role, the department is both proactive and responsive in creating relationships between community, individual artist and cultural organizations. This is accomplished through a wide range of programs and services, and in a variety of ways.

A prominent feature of this website is the [Community Cultural Calendar](#) featuring exhibits, concerts, classes, events and performances throughout Salina and the region. Be sure to visit often.

The department convenes the Cultural Roundtable, a

consortium of museums, libraries, galleries, performance venues, educational institutions, and service organizations collaborating to schedule and promote programs, exhibits, and activities of interest to Salina residents and visitors.

The Community Art and Design program, facilitated by the City's Arts and Humanities, provides a variety of services to both public and private sectors. Together, with a citizen advisory committee, direction is provided for incorporating artwork into building renovations, new construction, or other community projects. Purposeful design is essential in creating a vibrant community. It enhances where we live, work and play by beautifying our roadsides, buildings, neighborhoods, parks, and community gateways. Over time, a unique identity is created that will affect generations to come.

Promoting life-long learning through the creative process is a core activity of Salina Arts and Humanities. In partnership with USD #305, the department creates and nurtures connections between student, teacher, artist, family and community agency through the empowering perspective of the arts. Artists spend time, not only in classrooms, but also are prominent partners in community activities and partnerships.

Salina Arts and Humanities produces a variety of events, concerts, performances, and activities created to place art at the heart of community development. Art a la Carte concerts provide a venue for young players, the Smoky Hill River Festival is the region's primary arts-based event, bringing 70,000 annually to Salina, for almost 35 years, and the annual Spring Poetry Series brings the nation's prominent poets as well as emerging voices. Collaborations and partnerships to create these opportunities increase accessibility and strengthen relationships between organizations.

Salina Arts and Humanities Staff

Executive Director

[Brad Anderson](#)

Arts Education Coordinator

[Sharon Benson](#)

Arts Services Coordinator

[Karla Prickett](#)

Marketing & Development Coordinator

[Kay Quinn](#)

Office Manager

[Kathy Burlew](#)

Program Assistant

[Amanda Morris](#)

Account Technician

[Glenda Johnson](#)

Community Art & Design Directory

City of Salina Projects

Salina's Community Art & Design Program was initiated in the year 2000. The Community Art & Design Policy was adopted in 2006 to facilitate the inclusion of artists, and art and design projects in selected City projects. City/Community representative processes follow nationally developed guidelines for selecting artists and artwork. SAH facilitates the Program through the review and recommendations of the Community Art & Design Committee.

APPENDIX F

LIST OF PARTICIPANTS IN THIS PLAN

Sue Acocks, Lake Superior Youth Theater
Ed Banos, Duke Life Point
Jon Becker, Marquette Bike Jam
Matt Bizoe, NMU Student
Christie Bleck, Mining Journal
Ben Bohnsack, Marquette City Band
David Boyd, Marquette Access Group
Bob Buchkoe, Lake Superior Piano Association
Brice Burge, Marquette Social Scene
James Cantrill, NMU Department of Communication and Performance Studies
Bob Chapman, Marquette Access Group
Michael Cinelli, NMU School of Art and Design
Amy Clickner, Lake Superior Community Partnership
Susie Colquit, Marquette Food Co-op
Lisa Coombs Gerou, YMCA
Amy Conover, Studio Gallery and Zero Degrees Artist Gallery
Elizabeth Coyne, Marquette County Conservation District
Andrew Crunkleton, Marquette Alternative High School
Dave Dagenais, West Aspen Ridge High School
Tami Dawidowski, Marquette Beautification Restoration Committee
Jesse DeCaire, Flonk Promotions
Cindy Deo, Lake Superior Art Association
Jack Deo, Lake Superior Art Association
Susan Devine, Hiawatha Music Festival
Gisele Duehring, Ore Dock BotEco Center
Kathy D'Agostino, Interested Citizen
Robert Englehart, NMU Department of Music Department

Jake Fether, Marquette Senior High School
Jackson Farley, Artist
Christine Flavin, NMU Department of Art and Design
Mike Forester, Elegant Seagulls
Kristin Frak, Superior Dance Academy
Rose Frankowski, NMU Student
Peggy Frazier, Lake Superior Theater
Carrie Fries, Marquette Maritime Museum
Gordon Gearheart, Zero Degrees Artist Gallery
Elisabeth Genske, Artist
Andy Gregg, Bike Furniture Design
Stephen Grugin, Marquette City Band, Lake Superior Youth Theater, NMU Department of Music
Jill Grundstrom, NMU School of Health and Human Performance, Dance
Mike Hainstock, Fresh Coast Dairy
Dale Hemmila, Cliffs Natural Resources
Kaye Hibel, Marquette Regional History Center
Miriam Hilton, Interested Citizen
Matthew Hirvonen, Hirvonen Foundation
Rita Hodgins, Lake Superior Theater, Wooden Boat Canoe Society
Anjila Holland, Oredock Brewing Company
Mike Holman, Tai Chi Instructor
Jennifer Howard, NMU Department of English
Jennifer Huetter, Cliffs Natural Resources
Dan Jarvis, Artist
Terry Klavitter, Marquette Area Blues Society
Jeff Krebs, Musician
Dotty LaJoye, Marquette Planning Division
Gale LaJoye, LaJoye Productions
Dana LaLonde, Artist
Vivian Lasich, Interested Citizen
Emily Lewis, Marquette Beautification and Restoration Committee
John Mallo, Interested Citizen
David Manson, Black Rocks Brewery
Laura Maze, Artist

Roslyn McGrath, Health and Happiness U.P. Magazine
Kevin McGrath, Health and Happiness U.P. Magazine
Camilla Mingay, Second Skin Shop
Rosa Musket, Artist
Nikke Nason, Lake Superior Youth Theater
Natalie Naze, Interested Citizen
Ann Oberts, Lake Superior Piano Association
Dave Ollila, Snapperhead Inventions LLC
Martha Parks, Panara Imports
Christine Pesola, Landmark Inn
Carol Phillips, Liberty Children's Art Project
Clifford Porter, Marquette Area Blues Society
Kim Potts, Garden Bouquet and Design
Amy Quinn, Great Lakes Youth Development
Bob Railey, Marquette Folk Dancers
Jim Reeves, Shiras Foundation, Mining Journal
Ed Risak, Risak Pottery
Betsy Rutz, Marquette Regional History Center
Mike Ryan, Poet
Joseph Sabol, Marquette Beautification and Restoration Committee
Christine Saari, Oasis Gallery
Becky Salmon, Downtown Development Authority
Bill Saunders, Marquette Area Public Schools
Jason Schneider, Accelerate UP
Nancy Seminoff, Marquette Community Foundation
John Spigarelli, Elegant Seagulls
Pete Stephens-Brown, Yooper Chorus
Fred Stonehouse, Marquette City Commission
Jim Strain, Marquette Symphony, NMU Department of Music
Derrell Syria, Derrell Syria Project
Dan Truckey, NMU Beaumier U.P. Heritage Center
Michele Tuccini, Lake Superior Art Association, Zero Degrees Artist
Gallery
Ansley Valentine, NMU Department of Communication and
Performance Studies
Ray Ventre, NMU Department of English

Marny Weting, Interested Citizen
Tom Wolfe, Wolfe Design, NMU Department of Art and Design
Exavier Wooten, NMU Student
Myra Zyburt, Marquette Farmer's Market

***Sincere apologies to anyone whose name was
inadvertently omitted.***

**APPENDIX G
IMPLEMENTATION MATRIX 2014 - 2023
CITY OF MARQUETTE ARTS AND CULTURE MASTER PLAN**

GOAL	STRATEGY / ACTION	PRIMARY RESPONSIBILITY	OTHER	SUGGESTED TIMEFRAME	IMPLICATIONS FOR RESOURCES	
INITIATIVE 1						
THE CITY'S COMMITMENT TO SUPPORTING A ROBUST CULTURAL LIFE AND CREATIVE ECONOMY WITH AN EMPOWERED ARTS AND CULTURE OFFICE IS CRITICAL FOR A VIBRANT, ENGAGED AND SUSTAINABLE COMMUNITY						
1.1 RETAIN AND REFRAME THE CITY'S ROLE IN SUPPORTING ARTS AND CULTURE; RENAME TO CITY OFFICE OF ARTS, CULTURE AND CREATIVE ECONOMY NEW MISSION STATEMENT: THE CITY OF MARQUETTE'S OFFICE OF ARTS, CULTURE AND CREATIVE ECONOMY SERVES TO SUPPORT, FACILITATE AND GROW AN EMPOWERED AND VITAL ARTS, CULTURE AND CREATIVE COMMUNITY.	STRATEGY 1.1.A MEASURE AND COMMUNICATE THE ECONOMIC VALUE AND ECONOMIC CONTRIBUTION OF THE CREATIVE INDUSTRIES THROUGHOUT THE CITY AND REGION					
	ACTION: 1.1.a.1 ENGAGE IN PARTNERSHIPS WITH NMU, MICHIGAN ARTSERVE AND OTHERS TO MEASURE THE ECONOMIC VALUE OF MARQUETTE'S CREATIVE INDUSTRIES - NONPROFIT ARTS, FOR PROFIT CREATIVE BUSINESSES, AND INDEPENDENT ARTISTS - TO DETERMINE THE VALUE OF REVENUE, NUMBER OF JOBS, AND WAGES VALUE ACROSS THE CREATIVE ECONOMY	City	NMU	1-3 yrs and Repeat bi-annually	Arts Division staff time with support from City and NMU economic offices	
	ACTION: 1.1.a.2 ARTICULATE THE ECONOMIC DEVELOPMENT RATIONALE FOR ARTS, CULTURE AND CREATIVE ECONOMY, INCLUDING THE ATTRACTION AND RETENTION OF TALENT, THAT CAN BE DISTRIBUTED TO ALL APPROPRIATE PLANNING AGENCIES USING ARTIST SURVEY AND ASSET INVENTORY BASELINE DATA	City	DDA, CVB		Commence after first measurement study and update as necessary as necessary	Arts Division staff time; cost for database software and housing the data
	STRATEGY 1.1.B : FOCUS EFFORTS ON PROVIDING ACCESS TO RESOURCES AND SERVICES THAT HELP STRENGTHEN THE ROLE OF THE ARTS, CULTURE AND CREATIVE ECONOMY					
	ACTION: 1.1.b.1 SPEARHEAD ONGOING STRATEGIC PLANNING AND ADVOCACY FOR THE CITY'S ARTS, CULTURE AND CREATIVE SECTOR	City			Ongoing from adoption of new Master Plan	Arts Division staff time
	ACTION: 1.1.b.2 CONTINUALLY REVIEW CITY POLICIES AND REGULATIONS TO ENSURE THEY ARE SUPPORTIVE OF THE ARTS AND CULTURE SECTOR NEEDS	City			From adoption of new Master Plan	Arts Division and other City staff time
	ACTION: 1.1.b.3 DEVELOP AND IMPLEMENT A STRATEGY TO PROVIDE RESOURCES AND SERVICES THAT SUPPORT THE BUSINESS DEVELOPMENT OF THE ARTISTS AND ARTS ORGANIZATIONS	City			1-3 yrs with ongoing maintenance	Arts Division staff time
	ACTION: 1.1.b.4 REVIEW AND MANAGE ALL OF THE FUNDING/FEE OPTIONS AVAILABLE TO THE ARTS AND CULTURE COMMUNITY, SUCH AS THE PROMOTIONAL FUND, KBIC FUNDS, AND PROCEDURES FOR FEE REDUCTIONS/WAIVERS TO DEVELOP A COORDINATED STRATEGY THAT IS CLEARLY COMMUNICATED AND REGULARLY UPDATED TO THE CREATIVE COMMUNITY	City			1-3 yrs and Ongoing	Arts Division and other City staff time
	ACTION: 1.1.b.5 REVISIT MARQUETTE'S OPPORTUNITY FOR MORE HISTORIC BUILDING AND HISTORIC DISTRICT DESIGNATION; EXPLORE HISTORIC TAX CREDIT FINANCING	City	DDA		Determine if moving forward in 4-7 yrs; then, implement	Arts Division, other City staff, and DDA time
	ACTION: 1.1.b.6 REVISIT CURRENT ACTIVE PLANS, SUCH AS PARKS AND RECREATION, AND THE 3RD ST CORRIDOR PLAN, TO DISCUSS INCLUSION OF THE ROLE OF ARTS AND CULTURE IN ADDRESSING THEIR GOALS	City			With adoption of Master Plan; monitor as needed	Arts Division staff time
ACTION: 1.1.b.7 MEASURE THE ECONOMIC VALUE OF MARQUETTE'S CREATIVE INDUSTRIES - NONPROFIT ARTS, FOR PROFIT CREATIVE BUSINESSES, AND INDEPENDENT ARTISTS - TO DETERMINE VALUE OF REVENUE, NUMBER OF JOBS, AND WAGES VALUE ACROSS THE CREATIVE ECONOMY	City	NMU, City Planning		begin year 1; every 3 years tracking	Arts Division and other City staff	
STRATEGY 1.1.C ESTABLISH A LONG-TERM STRATEGIC POLICY FOR ALL CITY OWNED ARTS AND CULTURE FACILITIES AND CITY OWNED OR DEVELOPED ART.						
	ACTION 1.1.c.1 ASSESS EXISTING FACILITIES FOR ARTS AND CULTURE IN MARQUETTE AND DEVELOP A LONG-TERM FACILITIES PLAN FOR CITY OF MARQUETTE – WHAT NEEDS REFURBISHING, REPLACEMENT, NEWLY DEVELOPED. REVIEW CAPACITY LEVELS ON AN ANNUAL BASIS, KEEPING AN EYE ON WHETHER NEW FACILITIES MAY BE NEEDED.	City	City Planning Department	4-7 yrs and Ongoing	Arts Division and other City staff	
	ACTION 1.1.c.2 DEVELOP AND ADMINISTER A PUBLIC ART INVESTMENT POLICY FOR ALL BUILDINGS UNDER THE AUSPICES OF THE CITY; HELP ORGANIZE A CITY APPOINTED PUBLIC ART COMMITTEE TO ADMINISTER THE PUBLIC ART PROCESS.	City	Arts and Culture Advisory Committee	3-5 yrs and Ongoing	Arts Division staff, Arts and Culture Advisory Committee	

APPENDIX G
IMPLEMENTATION MATRIX 2014 - 2023
CITY OF MARQUETTE ARTS AND CULTURE MASTER PLAN

GOAL	STRATEGY / ACTION	PRIMARY RESPONSIBILITY	OTHER	SUGGESTED TIMEFRAME	IMPLICATIONS FOR RESOURCES
1.1 (CONTINUED)	STRATEGY 1.1.D DEVELOP AN APPROPRIATE INFRASTRUCTURE TO SUPPORT THE REVISED MISSION AND PROGRAM DELIVERY OF THE OFFICE OF ARTS, CULTURE AND CREATIVE ECONOMY.				
	ACTION: 1.1.D.1 REVISE THE JOB DESCRIPTION OF THE DIRECTOR TO REFLECT THE REFRAMED FOCUS OF THE DIVISION; TO INCLUDE PERFORMANCE MEASURES, ACCESS TO COMMUNITY LEADERSHIP TABLES, PROFESSIONAL GROWTH OPPORTUNITIES, AND ARTICULATED ROLES WITHIN COMMUNITY PARTNERSHIPS	City		Upon adoption of the Master Plan	City Community Services Director
	ACTION: 1.1.D.2 BE ACTIVE IN PROFESSIONAL SUPPORT ORGANIZATIONS SUCH AS AMERICANS FOR THE ARTS, ARTSERVE, MICHIGAN ARTS COUNCIL, AND ALL OTHER APPLICABLE ORGANIZATIONS - INCLUDE MEMBERSHIP AND ATTENDANCE AT THEIR EVENTS IN THE BUDGET	City		year 1 and Ongoing	Arts Division staff
	ACTION: 1.1.D.3 REVIEW THE HANDLING OF ARTS AND CULTURE ACTIVITY REQUESTS ACROSS COMMUNITY SERVICES TO SEE IF THERE WOULD BE BENEFITS IN ARTS AND CULTURE DIVISION COLLATING ALL ARTS REQUESTS	City		1-3 yrs and Ongoing	Community Services Division
	STRATEGY 1.1.E : CONTINUE TO OPERATE THE MARQUETTE ARTS AND CULTURE CENTER AS THE PHYSICAL LOCATION OF THE CITY'S ARTS AND CULTURE OFFICE.				
	ACTION: 1.1.E.1 PARTNER WITH LOCAL NONPROFITS AND ARTIST ASSOCIATIONS TO PRODUCE AND INCREASE PROGRAMMING ACCESS; ARTS AND CULTURE STAFF TO HELP DEVELOP CURATORIAL COMMITTEE FOR EXHIBITION	City	LSEA, other arts groups	1-3 yrs and Ongoing	City staff
	ACTION: 1.1.E.1 PROVIDE COMMUNAL MEETING SPACE FOR ARTISTS, WORKSHOP SPACE FOR ARTISTS	City		Ongoing	Arts Division staff
	ACTION: 1.1.E.3 SERVE AS A RESOURCE LOCATION FOR ARTISTS AND ARTS ORGANIZATIONS; PROVIDE A CLEARING HOUSE OF INFORMATION TO ENABLE THE CREATIVE COMMUNITY TO BETTER MEET THEIR NEEDS FOR SUPPORT AND PROMOTION	City		3-5 yrs and Ongoing	Arts Division staff; cost of acquiring materials to house resources; website and software development
	ACTION: 1.1.E.4 DESIGN POLICIES FOR LOCAL ART EXHIBITS IN CITY SPACES, WHICH INCLUDES A CLEAR, CONGRUENT CURATORIAL AND JURIED STRATEGY THAT THE CITY ARTS AND CULTURE STAFF IMPLEMENTS	City		1-3 yrs and Ongoing	Arts Division staff
	STRATEGY 1.1.F: RECONFIGURE THE ARTS AND CULTURE ADVISORY COMMITTEE				
ACTION: 1.1.F.1 REVIEW HOW THE EXPERTISE AND ROLE OF THE CURRENT COMMITTEE COULD BE USEFUL TO A MARQUETTE AREA CULTURE AND CREATIVE ALLIANCE; CONDUCT ONGOING RECRUITMENT OF CANDIDATES	City	Arts and Culture Advisory Committee	if Marquette Area Culture and Creative Alliance moves forward	Arts Division staff; Community Services Director; Arts and Culture Advisory Committee	
ACTION: 1.1.F.2 REVISE MISSION OF CURRENT ARTS AND CULTURE ADVISORY COMMITTEE TO ALIGN WITH THE REVISED FOCUS OF THE CITY'S ARTS AND CULTURE DIVISION	City	Arts and Culture Advisory Committee	after adoption of Master Plan	Arts Division staff; Arts and Culture Advisory Committee	

APPENDIX G
IMPLEMENTATION MATRIX 2014 - 2023
CITY OF MARQUETTE ARTS AND CULTURE MASTER PLAN

GOAL	STRATEGY / ACTION	PRIMARY RESPONSIBILITY	OTHER	SUGGESTED TIMEFRAME	IMPLICATIONS FOR RESOURCES
1.2 SUPPORT AN ACTIVE, ENGAGED COMMUNITY OF HEALTHY, LIFELONG LEARNERS	STRATEGY 1.2.A : CONTINUED COMMITMENT TO THE YOUNG AND OLD AND PEOPLE OF ALL AGES IS REFLECTED IN ROBUST ARTS EDUCATION AND ACTIVITIES FOR YOUTH AND SENIORS, INTERGENERATIONAL PROGRAMS; CRADLE TO GRAVE ACTIVE LEARNING				
	ACTION: 1.2.A.1 ARTS, CULTURE AND CREATIVE ECONOMY OFFICE WORKS WITH MAPS TO HELP DEVELOP AN INTEGRATED COMMUNITY ARTS EDUCATION STRATEGY K-12 THAT SUPPORTS PROGRAMMING BY ARTS AND CULTURE ORGANIZATIONS ACTION: 1.2.A.2 ARTS AND CULTURE DIVISION CONTINUES TO WORK WITH THE SENIOR SERVICES DIVISION OF COMMUNITY SERVICES TO IMPLEMENT AN ARTS PROGRAMMING STRATEGY THAT CONNECTS SENIOR SERVICES TO COMMUNITY ARTISTS AND OTHER RESOURCES ACTION: 1.2.A.3 FORM AN ALLIANCE WITH NMU TO MORE FULLY OPEN ARTS PROGRAMMING AT NMU TO THE POPULATION OF THE AREA – AT THE COLLEGE LEVEL AND ADULT PROGRAMMING – BOTH AUDIENCE AND PARTICIPATIVE ACTION: 1.2.A.4 FORM A HEALTHY COMMUNITY TASK FORCE WITH DUKE LIFEPOINT TO ARTICULATE AND IMPLEMENT STRATEGIES TO SUPPORT A DESTINATION MEDICAL CENTER AND TO FOSTER AN ACTIVE, WALKABLE DOWNTOWN TO ENHANCE THE HEALTH OF THE COMMUNITY	City City City (or Alliance if formed?) City (or Alliance if formed?)	Marquette Area Public Schools NMU Duke LifePoint	4-7 yrs and Ongoing 4-7 yrs and Ongoing 3-5 yrs and Ongoing 4-7 yrs (may speed this up or slow down depending on location of new facility)	Arts Division staff; perhaps data base development Arts Division and Senior Services Division staff time staff time at City Arts Division and NMU; volunteer support? Arts Division and Duke LifePoint staff; volunteer time
1.3 ENSURE AN ATTRACTIVE, SUPPORTIVE AND SUSTAINABLE ENVIRONMENT FOR ARTISTS AND CREATIVE BUSINESSES	STRATEGY 1.2.B : CONTINUE THE STRONG NURTURING OF THE HIGH SPIRIT OF VOLUNTEERISM, CIVIC ENGAGEMENT AND PHILANTHROPIC SUPPORT OF ARTS, CULTURE AND HERITAGE				
	ACTION: 1.2.B.1 DEVELOP A COLLABORATIVE VOLUNTEER SUPPORT AND RECOGNITION PROGRAM FOR ARTS AND CULTURE TO MAXIMIZE ACCESS AND EFFECTIVENESS, SUCH AS A BUSINESS VOLUNTEERS FOR THE ARTS – DESIGNED TO CONNECT BUSINESS EXPERTISE WITH ARTS ORGANIZATION'S NEEDS ACTION: 1.2.B.2 REVIEW ALL OF THE ARTS VOLUNTEER AWARD ACTIVITIES AND ENSURE STRATEGIC ALIGNMENT WITH THE MISSION AND GOALS OF THE CITY ARTS AND CULTURE DIVISION	City (or Alliance if formed?) City		4-7 yrs and Ongoing Annually	Arts Division staff oversight; volunteer managed Arts Division staff; volunteer time
	STRATEGY 1.3.A: PROVIDE AN APPROPRIATE ENVIRONMENT FOR ARTISTS, CULTURAL ORGANIZATIONS, AND OTHER CREATIVE ENTREPRENEURS TO MAKE A SUSTAINABLE LIVING AND TO CONTRIBUTE TO THE SOCIAL AND ECONOMIC WELLBEING OF THE COMMUNITY				
	ACTION: 1.3.A.1 REVIEW ZONING AND OTHER REGULATIONS TO IDENTIFY BARRIERS TO ARTISTIC AND CREATIVE ENTERPRISE DEVELOPMENT ACTION: 1.3.A.2 CONDUCT A STUDY COMPARING RENTAL RATES FOR HOUSING AND STUDIO SPACE IN THE MARQUETTE AREA VERSUS OTHER SIMILAR AREAS ALONG LAKE SUPERIOR; ASSESS VIABILITY OF DEVELOPING A SUBSIDIZED HOUSING/SPACE PLAN THAT WOULD BE SUPPORTIVE OF MORE ARTISTS LIVING AND WORKING IN DOWNTOWN MARQUETTE; EXPLORE OFFERING ONGOING HELP FOR ARTISTS LOOKING FOR WORK/LIVE SPACE. ASSESS VIABILITY OF DEVELOPING A SUBSIDIZED HOUSING/SPACE PLAN THAT WOULD BE SUPPORTIVE OF MORE ARTISTS LIVING AND WORKING IN DOWNTOWN MARQUETTE. ACTION: 1.3.A.3 PROVIDE AN 'ARTISTS RESOURCE AND SERVICES WEBSITE' THAT COLLATES INFORMATION AROUND PLANNING AN EVENT, MANAGING AN EVENT, FINDING WORK AND LIVING SPACE. OFFER A 'HOTLINE' FOR IMMEDIATE COMMUNICATION ACTION: 1.3.A.4 INVENTORY CAPACITIES, POLICIES AND COSTS OF EXISTING SPACES FOR PERFORMANCE, EXHIBITION, PRESENTATION AND CELEBRATION IN MARQUETTE; PROVIDE INFORMATION, REFERRAL AND FACILITATION OF OPPORTUNITIES TO MAXIMIZE THE USE OF SPACE TO MEET COMMUNITY NEEDS ACTION: 1.3.A.5 CONTINUE TO COLLECT INFORMATION SUCH AS THE ARTS AND CULTURE INVENTORY, ARTIST SURVEY, PUBLIC SURVEYS LOCALLY AS WELL AS COMPARISON DATA WITH OTHER SIMILAR SIZED COMMUNITIES. ENSURE TAKING FULL ADVANTAGE OF THE STATE OF MICHIGAN'S SERVICES, SUCH AS ARTSERVE, CULTURAL DATA PROJECT, ETC.	City City City City		1-3 yrs and ongoing 3-5 yrs; ongoing? 3-5 yrs and Ongoing 4-7 yrs and Ongoing 4-7 yrs and Ongoing	Arts Division and other City staff Arts Division and other City staff Arts Division staff; development and management of website Arts Division staff; development of database Arts Division staff

APPENDIX G
IMPLEMENTATION MATRIX 2014 - 2023
CITY OF MARQUETTE ARTS AND CULTURE MASTER PLAN

GOAL	STRATEGY / ACTION	PRIMARY RESPONSIBILITY	OTHER	SUGGESTED TIMEFRAME	IMPLICATIONS FOR RESOURCES
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INITIATIVE 2
A REGIONAL PARTNERSHIP THAT FOSTERS COMMUNICATION AND COLLABORATION ACROSS THE MARQUETTE AREA'S ARTS, CULTURE AND CREATIVE SECTOR WILL INCREASE THE CONTRIBUTION AND VALUE OF MARQUETTE AREA'S CREATIVE ASSETS

2.1 DEVELOP COLLABORATIVE MARKETING AND PROMOTIONAL EFFORTS THAT INCORPORATE THE BREADTH OF CULTURE AND CREATIVITY IN MARQUETTE AREA WITH A STRATEGY THAT CONNECTS TO AND INTEGRATES THE EFFORTS OF CITY, NMU, DUKE LIFEPOINT, DDA, CVB, OTHERS	STRATEGY 2.1.A: UNDER THE DIRECTION OF THE STEERING COMMITTEE CHAIR AND CITY ARTS AND CULTURE ADVISORY COMMITTEE, FORM A CULTURE AND CREATIVE COMMUNITY CALENDAR TASK FORCE. ITS PURPOSE WOULD BE TO DETERMINE A STRATEGY FOR IMPLEMENTING AND PROMOTING A MARQUETTE AREA ARTS, CULTURE AND CREATIVE ACTIVITIES CALENDAR. THIS TASK FORCE SHOULD DETERMINE IF THE CURRENT MARQUETTE COUNTY CVB CALENDAR CAN SERVE AS THE TEMPLATE. STRATEGY 2.1.B: AFTER THE CALENDAR ACTIVITY IS DEVELOPED, REVIEW OTHER OPPORTUNITIES FOR AREA-WIDE COLLABORATION AND PARTNERSHIP FOR THE STRENGTHENING OF THE CREATIVE COMMUNITY SUCH AS COLLECTIVE MARKETING, TICKETING SERVICES, COORDINATED BACK OFFICE SUPPORT OR COORDINATING AND SHARING FACILITIES	City	City Arts and Culture Advisory Committee, DDA, CVB, NMU, Co-Op, Beautification Committee, etc	Year 1	Arts Division staff, Task Force
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2.2 ESTABLISH A FORMAL MARQUETTE AREA CULTURE AND CREATIVE ALLIANCE	STRATEGY 2.2.A: DETERMINE A VISION AND MISSION STATEMENT FOR THE ALLIANCE, ALONG WITH PRIORITY STRATEGIES AND GOALS. ESTABLISH INITIAL START-UP FUNDING FOR PAID MANAGEMENT STRATEGY 2.2.B MANAGE THE COORDINATED CALENDAR, JOINT MARKETING AND OTHER ACTIVITIES DESCRIBED ABOVE STRATEGY 2.2.C REVIEW RESPECTIVE STRATEGIC PLANS OF MACCA ORGANIZATIONS AND LOOK FOR OPPORTUNITIES WHERE THE CREATIVE COMMUNITY MAY ENHANCE THEIR OBJECTIVES STRATEGY 2.2.D PRESENT A STATE OF THE ARTS, CULTURE AND CREATIVE COMMUNITY REPORT ANNUALLY TO THE FOUNDATIONS AND OTHER PHILANTHROPIC DONORS TO ARTS, CULTURE AND HERITAGE. INCLUDE ACTIVITIES, ECONOMIC IMPACT/VALUE, FINANCIAL PICTURE, LIST OF ACTIVITIES AND HOW THEY CONNECT WITH EACH OTHER, ETC.	Task Force	City	Within 1 year after calendar introduction	Arts Division staff, Task Force
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2.3 FOSTER AN INTEGRATED STRATEGY FOR COMMUNITY FESTIVALS AND CELEBRATIONS	STRATEGY 2.3.A MACCA WOULD ALSO ESTABLISH A COORDINATED COMMUNITY CELEBRATION STRATEGY TO MAXIMIZE COST EFFECTIVENESS AND CIVIC ENGAGEMENT STRATEGY 2.3.B WORK WITH THE CITY TO ESTABLISH SHARED SERVICES, TRANSPARENT PROCEDURES AND EQUITABLE SUBSIDIES STRATEGY 2.3.C CONSTRUCT A FEEDBACK MECHANISM TO EVALUATE COMMUNITY ACTIVITIES SO THAT THE PUBLIC HAS INPUT IN ALL COMMUNITY ACTIVITIES	MACCA	City	3-5 yrs and Repeat annually	MACCA
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2.4 CONTINUE TO ENGAGE THE PUBLIC IN DIALOGUE ABOUT THE FUTURE OF ARTS AND CULTURE IN THE MARQUETTE AREA	STRATEGY 2.4.A ANALYZE AND PUBLICIZE PUBLIC SURVEY, ARTIST SURVEY AND ECONOMIC INFORMATION WITH THE COMMUNITY'S ARTS GROUPS AND OTHER COMMUNITY AGENCIES STRATEGY 2.4.B SURVEY THE PUBLIC EVERY 3 YEARS TO UNDERSTAND WHAT THEY VALUE, HOW THEY PARTICIPATE AND WHAT THEY WOULD LIKE TO SEE HAPPEN REGARDING ARTS AND CULTURE.	MACCA	City	After adoption of Master Plan	MACCA; Arts Division staff + web software
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APPENDIX G
IMPLEMENTATION MATRIX 2014 - 2023
CITY OF MARQUETTE ARTS AND CULTURE MASTER PLAN

GOAL	STRATEGY / ACTION	PRIMARY RESPONSIBILITY	OTHER	SUGGESTED TIMEFRAME	IMPLICATIONS FOR RESOURCES
2.5 ESTABLISH COMPREHENSIVE TALENT DEVELOPMENT, ATTRACTION AND RETENTION PLAN	STRATEGY 2.5.A DEVELOP A 'CREATIVE ENTERPRISE' INTERN PROGRAM FOR CURRENT CREATIVE BUSINESSES TO GIVE NMU STUDENTS EXPERIENCE IN A LOCAL BUSINESS AS WELL AS PROVIDE SPECIFIC WORKSHOPS DESIGNED TO TEACH THEM HOW TO RUN A BUSINESS AND THE ADVANTAGE OF LOCATING IN MARQUETTE	MACCA	City; NMU	4-7 yrs and Ongoing	MACCA; NMU
	STRATEGY 2.5.B WORK WITH CITY OFFICE OF ARTS CULTURE AND CREATIVE ECONOMY TO LAUNCH A CREATIVE ENTERPRISE CAREER FAIR FOR HIGH SCHOOL STUDENTS - TAKING THEM AROUND THE CREATIVE COMMUNITY AND ARTICULATING THE VARIOUS CAREER OPTIONS	City	MACCA	4-7 yrs and Ongoing	Arts Division staff
	STRATEGY 2.5.C ESTABLISH A CREATIVE ENTERPRISE INCUBATOR WITH NMU, ACCELERATE UP, DUKE LIFEPOINT, MINING COMPANIES AND OTHERS USING SPACE IN THE FORMER HOSPITAL BUILDING	MACCA	NMU, Accelerate UP, Duke LifePoint, others	after 5 yrs; ongoing	MACCA; NMU, Accelerate UP, etc
	STRATEGY 2.5.D INITIATE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR NMU ARTISTS TO KEEP PEOPLE IN AREA AND LEARN BUSINESS DEVELOPMENT	City	MACCA, NMU	4-7 yrs and Ongoing	Arts Division staff; MACCA
2.6 INTEGRATE ECONOMIC DEVELOPMENT PLANNING FOR ARTS, CULTURE, CREATIVE ENTERPRISE AND HERITAGE WITH DOWNTOWN DEVELOPMENT, HISTORIC PRESERVATION, REGIONAL FOOD HUB DEVELOPMENT AND AREA-WIDE ECONOMIC PLANNING	STRATEGY 2.6.A ENSURE THAT LEADERSHIP OF THE CREATIVE SECTOR IS REPRESENTED AT LEADERSHIP TABLES	MACCA	City	Immediately and Ongoing	Task Force
	STRATEGY 2.6.B REVIEW CURRENT THINKING ON BEST PRACTICES IN CREATIVE PLACEMAKING (I.E. ARTPLACE AMERICA, KRESGE FOUNDATION, NEA) AND MAKE RECOMMENDATIONS FOR INCORPORATING THESE PRACTICES INTO AREA ECONOMIC PLANNING	MACCA	City	Ongoing	City staff with Task Force
	STRATEGY 2.6.C ENSURE THAT THE CURRENT CITY AND COUNTY PLANS INCLUDES THE ROLE OF ARTS AND CULTURE IN ECONOMIC DEVELOPMENT BY REPRESENTING THE CREATIVE SECTOR AT REGIONAL AND LOCAL PLANNING AND DEVELOPMENT TABLES. CONNECT THE CREATIVE INDUSTRY ECONOMIC CLUSTER TO THE WORK WITHIN THE SMARTZONE PROGRAM AND THE NEXT MICHIGAN INITIATIVE.	MACCA	City	Ongoing	City staff; Task Force
	STRATEGY 2.6.D SEEK OUT FUNDING OPPORTUNITIES FOR SUPPORTING ECONOMIC DEVELOPMENT AND CREATIVE PLACEMAKING INITIATIVES THROUGH STATE OF MICHIGAN, ARTPLACE, NEA, KRESGE AND OTHERS.	MACCA	City	3yrs and ongoing	MACCA with City staff