



Roanoke Arts Commission

The Arts and Cultural Plan was developed under the leadership of the Roanoke Arts Commission with the engagement of area residents, artists, and arts and cultural organization leaders.



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Special thanks to the hundreds of citizens, artists, gallery owners, neighborhood leaders and business leaders who participated in meetings and surveys and provided the input and ideas that made this plan possible.

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For further information, [www.roanokeva.gov/arts plan](http://www.roanokeva.gov/arts_plan)

CONTENTS



Zierle and Carter at the Marginal Arts Festival | Photo courtesy of Dexter Lynn Kingery

Introduction	5
Executive Summary	6
Looking Back: The Past as Prologue	8
Building Blocks of the Plan	11
• Vibrant Region – Healthy Economy	12
• Livable Communities – Engaged Neighborhoods	14
• People – Education – Lifelong Learning	16
Implementation, Regional Cooperation and Solutions	18
Appendices	20
• Roanoke Art and Cultural Plan Resources and References	20
• Arts and Cultural Survey Synopsis	22
• Glossary of Terms	25
• Acronyms with complete organizational names	26
• Roanoke Arts, Cultural and Partner Organizations	27
• Roanoke Arts and Cultural Funding 2002–2011	30
• Possible Actions as generated from public meetings and focus groups	31



Thanks
to all those
individuals
who attended
our meetings!



Introduction

Over the course of the past year information was gathered to develop this Arts and Cultural Plan from five focus groups of artists, patrons of the arts, senior executives and board members representing arts and cultural organizations and Roanoke Arts Commission members. Eleven public meetings were held to seek recommendations regarding direction and to share progress as the plan began to take shape. A survey was conducted with over 1,200 respondents providing suggestions regarding arts and cultural offerings and opportunities in the Roanoke area. Over twenty-five other arts and cultural plans were examined to identify best practices, and Partners in Performance!, a highly respected firm specializing in strategic planning and building sustainable collaborations among the arts and cultural organizations was engaged to help interpret data and provide a professional review of the plan.

As information was analyzed, three closely related issues emerged as dominant and are now a common theme embedded in the substance of this plan for Arts and Culture. The first of these issues is **synergy**. Whether it was a member of the general public, an artist, organization executive or board member, there was a general recognition that by working together the collective effort could and would achieve more than the sum of all individual efforts. There were repeated requests for combined effort in areas such as marketing, ticketing, scheduling and easily accessible shared calendars of events.

Collaboration is the second of the emergent issues. Feedback from focus groups indicated the need to find ways for organizations, institutions and neighborhood groups to work together to achieve common goals. Information gathered indicated concern about redundancy of efforts and services provided by the organizations serving the Roanoke area. In addition there was concern that organizations facing difficult economic circumstance were increasing fundraising efforts and competing for resources that were not necessarily targeted to their missions. A divide was also evident between support for downtown activity and support for arts and cultural activities in neighborhoods. This tension indicates an opportunity and need for increased collaboration between organizations based in the downtown area and neighborhood groups and the faith based community. This Arts and Cultural Plan looks to better utilization of neighborhood parks, schools and places of worship and supports stronger relationships and links to provide all residents with access to arts and culture.

The last of the three issues emerges through data, focus group and public meetings feedback in the realization that all parts of the arts and cultural community need to work together to find innovative and **creative solutions**. Difficult economic times may create a “circle the wagons” response among some, but for the majority who have participated in the creation of this plan, there is a realization, a willingness and even an urgency to work together to sustain and build support for high performing organizations and institutions. The plan suggests that by working together organizations, institutions, the private sector and government can expand support, grow audience participation and create new art and cultural offerings. This Arts and Cultural Plan calls for viewing audiences as citizens, rather than consumers to increase participation, and for leveraging government aid to grow funding from all sectors of our society to support arts and cultural activities in Roanoke.

In this time of limited resources, this plan does not propose new or additional City funding to support arts and culture in the Roanoke area. Rather, it recommends strategies such as collaboration in areas of marketing and ticketing, building partnerships within and among sectors and working together in ways that will result in more efficient use of city funding and resources to accomplish outcomes that would not otherwise be possible. It also recommends looking at collaborative efforts among all agencies that provide financial support to streamline the application process and explore how to maximize available funds to accomplish the goals of this plan. The plan also recognizes that its goals cannot be achieved without strong support from the private and business sectors, and recommends investigating methods of providing new funding for arts and culture.

Arts and culture are as important to sustaining Roanoke as a vibrant city as are streets or parks. The coordinated and combined effort detailed in this plan creates the synergy needed to help sustainable organizations succeed because area residents benefit from increased opportunity to participate in arts and cultural activities.

Nathan L. Harper, Chair
Roanoke Arts Commission

Executive Summary

The City of Roanoke has a long and distinguished record of investing in quality of life amenities that make the Roanoke Valley a region of choice. Strategic and catalytic investments such as Center in the Square and the greenway trail system continue to leverage private dollars, attract businesses and cultivate a professional and educated workforce. These investments and others constitute milestones in a broad plan for Arts and Culture that, to varying degrees, has been effective with demonstrated and measured results.

Even though Roanoke has earned a reputation as a center of creativity in Western Virginia, there is need to continually assess how well we are doing and where are we headed next. This Arts and Cultural Plan accomplishes that end.

Over the course of the summer and into the early fall of 2010, the Roanoke Arts Commission developed the following values and vision statement to guide the work of the City Of Roanoke in the development of an arts and cultural plan:

Key Values to shape the plan

- Advocacy
- Celebration
- Collaboration
- Education
- Innovation
- Inclusion

The Vision:

Roanoke as a vibrant and prosperous community where innovation in arts and culture engages people in all aspects of life while contributing to sustained economic growth and development.

With these values in place and a vision of the future, the City of Roanoke, from May 2010 to June 2011, gathered ideas and reactions from residents, artists, art, cultural, heritage and educational organizations as well as other regional stakeholders for purposes of refining the City's approach to arts and culture. The purpose of this research was two-fold: first, to further integrate arts and cultural efforts into the City's longstanding comprehensive plan and second, to build a consensus among the City, nonprofit organization providers of arts and cultural experiences, residents, artists and those who promote events and attractions on a joint agenda for future citywide and region-wide progress.

By adding this Arts and Cultural Element to the comprehensive plan, we establish the detailed foundation to:

- coordinate our approach to increase support for and the effectiveness of arts and cultural investments across the community;
- increase opportunities for and encourage the strategic alignment of private dollars and entrepreneurial initiatives;
- measure the outcomes of policy-guided actions; and
- provide a baseline against which periodic feedback from the community can be used for improvement in coming years.

We want to do more with what we have because we have so much to build upon: museums and musicians, actors and artists, dancers and documentary film makers, writers and rail heritage, galleries, businesses and neighborhoods. The region is rich in arts, cultural and heritage resources, and the planning process has affirmed that their collective impact can be something truly spectacular. This plan builds on the many amenities already contributing to the richness of arts and culture in the Roanoke Region. For purposes of this plan, references to art and artists are intended in the broadest sense to include visual, performing, musical, writing and the creation of any beautiful or thought provoking work.

Here's what we're going to do as a community to move ahead:

1. Develop our economy – A Vibrant Region-Healthy Economy

Strategically advance arts and culture as a significant contributor to the growth of the region and an essential element in the Roanoke brand by supporting our strongest assets while fostering a sustainable, collaborative public/private network that retains the flexibility required for innovation among artists, entrepreneurs, and arts organizations.

2. Increase livability – Livable Communities and Engaged Neighborhoods

Integrate arts and cultural activities in neighborhood-level planning so that our cultural heritage and contemporary assets are included in events, physical design and revitalization strategies of neighborhoods in a fashion that highlights local talent city wide.

3. Foster an environment of lifelong learning, participation and education

Increase access for all residents to the vast resources of schools, colleges, universities, institutions, organizations and publicly available arts and cultural assets.

The complete Arts and Cultural Plan provides the details in each of the three building blocks listed above, including:

- A policy approach describing the purpose of the building block
- Policies that will be adhered to by the City of Roanoke
- Strategic Initiatives (clusters of like actions) to be undertaken
- Specific actions with timeframes and those involved in carrying out the plan

It is important to note that the Arts and Cultural Plan is a living document that will change over time. Periodic progress reviews will be undertaken and midcourse changes made if and when needed. This plan is built around our current condition. As conditions change, so too will the plan.

Readers of this executive summary are encouraged to review the entirety of the Arts and Cultural Plan to learn more about and become more activity engaged in supporting Arts and Culture in the Roanoke Region.

Roanoke Children's Theatre | Photo courtesy of Paul Klockenbrink





The axiom that yesterday made us what we are today is inescapable as we look at our cultural heritage and the historical contributions made by the arts in the Roanoke Region. The following “Arts and Cultural Timeline” is not a history of arts and culture in the Roanoke Region; rather it is intended to point to a few highlights, the origins of some of the City’s cultural icons, and the significant role that arts and culture have played in the development of the Roanoke Region.



Class J 611
1882–1945

In 1882, Roanoke became a crossroads for the railroad, which eventually became the Norfolk and Western Railway. This marked the start of the town’s rapid growth, leading to its being chartered as the City of Roanoke in 1884. Its historic market, which began in 1882 when licenses were issued to 25 hucksters, is the oldest continually operating city market in the Commonwealth. The first market building was built in 1886, and Roanoke’s historic city market remains vibrant as one of the oldest in the country and an anchor of downtown commerce. Respondents to the City’s 2010 arts and cultural survey cited the Market and the surrounding downtown area as Roanoke’s top cultural offering.

Music and entertainment contributed to the growth of Roanoke. In 1892, the Roanoke Academy of Music opened and in 1923 the Strand Theatre came to Henry Street, later becoming the Ebony Club and a venue for live music and Jazz. In 1886, the Opera House came into being on the third floor of the first Market Building, and its 1922 replacement continued that tradition with a top floor auditorium that currently is being renovated for a return to its historic function. Toward the end of the 1920’s Nickelodeons and Motion Picture Theaters such as the Gem, American and Rialto began opening along Jefferson Street. Notes of vital importance in film include contributions in 1923–25 from Oscar Micheaux, an African-American filmmaker who produced in Roanoke and lived on Henry Street, N.W. In 1932, shortly before the 1935 dedication of the Blue Ridge Parkway, the performing arts made its debut in Roanoke with the opening of the Grandin Theatre, then known as the Community Theatre.



1946–1978

Post World War II modernization saw an increase in the availability of goods. Television, radio and newspapers brought local communities into a new age that, thanks to popular culture, brought art to the masses. Social changes were many for the people of the United States during this time period including increased trends in funding to support the arts. In Roanoke, over these decades, the visual and performing arts grew as did the population of Roanoke, but by the mid-1970's, downtown Roanoke was in a state of decline, due to suburban flight and the scattered location of many cultural institutions.

Roanoke grew in the immediate post-war years, and in the late 1940's Roanoke gained three neon icons that commemorate its commercial development and give the City's skyline its character. In 1946 the Woods Brothers Coffee Company placed a neon animated H & C Coffee sign atop a downtown building, and about the same time the Dr. Pepper Company erected another neon rooftop sign in downtown. Today they are adjacent to the equally iconic successor to the Art Museum of Western Virginia, which began in 1947 as an offshoot of the Virginia Museum of Fine Arts. On Thanksgiving Eve, November 23, 1949, the 100 foot-tall neon Roanoke Star, perhaps the city's best known structure, was first illuminated atop Mill Mountain. Erected by the Roanoke Merchants Association as a temporary Christmas attraction, the Star has become a part of the region's landscape, is designated an historic landmark and earned the city the nickname, "Star City of the South." In 1951 the "Roanoke Fine Arts Center" was incorporated as an independent

organization. H. Cletus Broyles, President of the Civitan Club and Roanoke City Engineer conceived Mill Mountain Children's Zoo in 1951. Designed as a children's zoo with a nursery rhyme theme, its doors opened in 1952. The Roanoke Symphony Orchestra, founded in 1953, is now the largest professional orchestra in Virginia west of Richmond. During this era, recognition of the importance of history in the Roanoke Region is evident in the founding of the Historical Society of Western Virginia in 1957. Four and one half decades later, the Historical Society would open the O. Winston Link Museum in 2004, now a major attraction to the area. Roanoke is known today as the "Festival City" by many throughout the



Local Colors Festival

Commonwealth. John Will Creasy and other Roanoke artists started this effort with the Sidewalk Arts Festival in 1959, which expanded to become Festival in the Park in 1969. Today, while there are too many to mention all, some of the favorites include, Roanoke's Rail Day, the Henry Street Festival, Local Colors, the Big Lick Blues Festival, the Virginia Championship Chili Cook-off and Strawberry Festival, just to name a few.

Building on the important role of the railroad in the region, The Roanoke Transportation Museum opened in Wasena Park in 1963. The performing arts grew as well with the Roanoke Summer Theatre founding in 1964 (renamed the Mill Mountain Playhouse). The Science Museum of Western Virginia opened in 1970 and the City of Roanoke invested in and opened the Civic Center in 1971 during this modernization era. Toward the end of the period, Opera Roanoke was founded and importantly, the Arts Council of the Blue Ridge began operations with funding received from the National Endowment for the Arts in 1976.

The end of this period of importance in arts and culture was marked in 1976 when America celebrated its 200th birthday. Two years later in 1978, Roanoke City Council bestowed the H-1 Historic District upon the Market area of the City. Retail competition from suburban shopping centers, frustration with parking and fear of crime combined with a civic desire to revitalize the downtown area, then culminated in one of the most successful community planning efforts for arts, culture and community revitalization in Roanoke's history, Design '79.



Martin Luther King Memorial

1979–1995

Today, Roanoke is a hub of arts and culture. During this period arts and culture became more central to the economic development strategies in the region and considerable investments were made to the infrastructure of the City that showcased contributions made through history, science and art. Much of this development can be traced to the Design '79 plan for downtown Roanoke, where hundreds of citizens provided revitalization ideas that included converting a downtown furniture warehouse to multi-tenant arts and cultural center to draw residents and tourists back to the historic market area. Today Center in the Square is a multi-cultural complex housing a professional theatre, a planetarium, the Science and History Museums as well as the Historic Society of Western Virginia. To further mark the importance of the downtown area to arts and culture, the City Market received status on the National Register of Historic Districts in 1982. In 1985 the Harrison Museum of African American Culture was brought into being at the former Harrison School by the Northwest

Neighborhood Improvement Council, Inc. and Total Action Against Poverty. Another important designation was made in 1987, when the H-2 Residential Historic Designation was obtained for parts of the City. In 1989, the Jefferson Center and Dumas Center opened, the Henry Street Festival began, and the Commonwealth Coach and Trolley Museum opened.

"Recoil" by Mark Hale Harris



1996–Present

No single factor contributed more to change during the past sixteen years than did the internet. Seemingly overnight, the advancement of technology and the explosion of information accessible over the internet virtually changed the way the world operated. Access to the arts through the internet meant that more people had the opportunity to participate in all aspects of the arts and this spurred the need for changes in strategies by government, nonprofit and for profit organizations and institutions involved in arts and cultural sectors. Despite the rapid pace of change and prior to the Great Recession of 2008, a number of significant accomplishments were added to the arts and cultural list of contributions in the Roanoke area.

In 1996 the Virginia General Assembly funded a study to determine the feasibility of converting the former headquarters building of the Norfolk and Western Railway, a historic 1931 art deco building in the Gainsboro Neighborhood into a training and education center. The Roanoke Higher Education Center opened its doors in 2000 to 2500 students. It now houses 11 colleges and universities offering more than 200 programs of graduate and undergraduate study to an average enrollment of more

than 2200 students per term. In 2001, the National D-Day Memorial in Bedford, Virginia, was dedicated by President George Bush. In 2002, the City of Roanoke started its Public Art Program and nearby in the region, the Floyd Fest began operations. Also in 2002 Community High School, a private arts-focused academic prep school was founded in downtown Roanoke. Five years later parents, faculty and students founded the Marginal Arts Festival, which has evolved into a six day celebration of the creative process. In 2003, EventZone formed from a merger of Festival in the Park and the City of Roanoke's Special Events Committee. The O. Winston Link Museum opened its doors in 2004 showcasing the railroad through the works of this famous photographer. Perhaps the most striking contribution to the arts was made in 2008 when the Western Virginia Art Museum changed its name and opened the new Taubman Museum of Art.

The second factor of note during this era of change is the great recession of 2008. With economic recovery slower than that of any other recession in the history of the United States, people in the Roanoke region have suffered higher rates and longer periods of unemployment than ever before. Funds previously designated to support arts and cultural activity at the federal and state levels have been and continue to decrease. Local government support has also slowed.

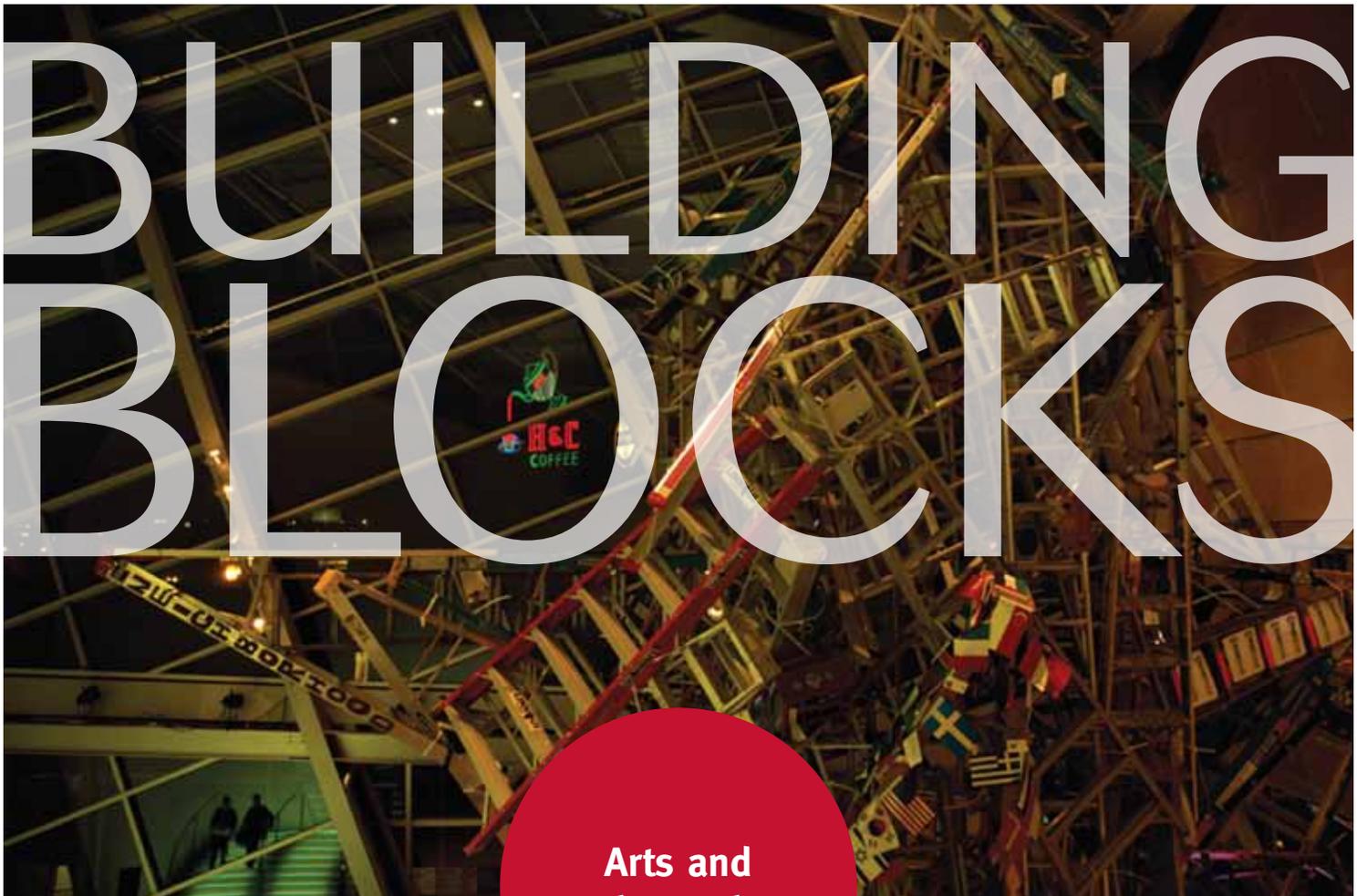
Despite the economic downturn, entrepreneurial spirits, local talents and visions of Roanoke as a community known for creative visual and performance art combined to ignite a variety of enterprises and events in recent years. Examples abound. Roanoke is the home to over twenty art galleries and studios, and several downtown galleries have joined forces with the Taubman Museum to conduct Art by Night tours monthly that often conclude with visits to area restaurants. Local restaurants, such as the Coffee Pot, Martins, 202 Market, Blues Barbecue, Blue 5,

Awful Arthur's, Corned Beef and Company, Flannery's and others offer a vibrant and diverse live music scene that contributes to the local economy. Even more recently, Kirk Avenue Music Hall and the Sanctuary have renovated spaces that provide intimate venues for regional and national musicians, and the Water Heater provides a multi-functional visual and performing arts space. The Dumas Drama Guild, No Shame Theatre, Studio Roanoke, Big Lick Conspiracy comedy improvisational troupe, and the Roanoke Children's Theatre have expanded the creative outlets for theatrical performance provided by Showtimers Community Theater, Mill Mountain Theatre and the Roanoke Performing Arts Theatre. The Shadowbox Microcinema opened last year to provide Roanoke with an outlet for local and regional cinema as well as independent and foreign films. Outdoor music events have also been added to Roanoke's strong festival calendar through the Down by the River and Down by Downtown multi-day events. Many of these recent developments have relied heavily on collaborations with existing arts and cultural organizations and venues, and represent Roanoke's rising star as a hub of creative activity.

While the recession continues it creates times of challenge and opportunity for all sectors of our society. There is a new interest in and among all sectors of our society to work together to find creative solutions and to be more productive through collaboration and partnership strategies. This interest and eagerness bodes well for the continued expansion of arts and culture in the Roanoke Region as well as a unique opportunity to expand access to and participation in the arts.



Art by Night, Downtown



Arts and Culture Plan

**A.
Vibrant Region –
Healthy Economy**

**B.
Livable Communities –
Engaged
Neighborhoods**

**C.
People, Education,
Lifelong Learning**

The Arts and Cultural Plan consists of three building blocks as described on the following pages.

These building blocks are the foundation of the plan. They carry equal weight in the plan in that each is vital to the construct of the plan and to the realization of the vision originally set forth by the Arts Commission.

A. Vibrant Region – Healthy Economy

POLICY APPROACH

Arts and culture are essential elements of Roanoke’s overall economic development program and community brand. Research shows that strong, sustainable arts and cultural organizations, entertainment venues, festivals, and arts events; openness to people and ideas; and community aesthetics combine to increase the attachment that people feel for their community and contribute directly to the health of the local economy. Because the city is a partner in the success of arts and cultural organizations and is invested in their efficient and effective operations, Roanoke will support the development of strong, sustainable, and economically feasible arts and cultural institutions that are collaborative, high performing, adequately endowed and supported by the public. As part of this approach, these institutions, artists and other cultural assets in the community will be assisted in collaborative, community wide marketing and branding in ways that assure increased audience participation. To further support and recognize that arts and cultural activities support employment, tourism and the quality of life needed to attract creative workers, new residents and businesses, Roanoke will explore ways to help these cultural assets achieve their missions, foster an innovative art scene, expand audiences and promote growth in tourism.

POLICIES

Roanoke will:

- **Strengthen the Cultural Economy.** Use public investments and incentive to foster an innovative and vibrant arts and cultural scene that is engaging to Roanoke’s diverse population and attractive to tourists and visitors.
- **Foster Sustainability in Arts and Cultural Organizations.** Develop strategies to increase collaboration among groups in the arts and cultural community for purposes of increased efficiency and scale of impact on the community.
- **Grow Funding Sources.** Use the leverage of government support, whenever possible, to increase other funding for arts and cultural organizations.
- **Extend Roanoke’s Reach.** Expand the reach of Roanoke’s art scene by connecting with other programs regionally, nationally and internationally.

STRATEGIC INITIATIVES:

- Make local government responsive to the needs of the arts and cultural community
- Assess and modify City of Roanoke grant making policies to promote greater organizational health and sustainability.
- Include arts and cultural initiatives in the City’s annual legislative agenda.
- Identify effective local government incentives to artists and organizations in the form of tax relief, infrastructure, public art and streamlined, supportive, regulations.
- Using the City’s Office of Neighborhoods as a model, establish an Office of Arts and Culture to serve as point of contact for organizations, oversee implementation of the Arts and Cultural Plan, foster collaboration, avoid duplication of effort and generally increase efficiency.
- Work with the Roanoke Valley Convention and Visitors Bureau and Roanoke Regional Partnership and other economic development agencies to expand awareness of Roanoke’s art scene regionally, nationally and internationally through support of enhanced arts and cultural tourism.

IMPLEMENTATION

The matrix at right is a general guide to the time needed to carry out the actions for the Vibrant Region-Healthy Economy building block. It is intended to assist with scheduling priority projects, but does not provide a specific time frame for each item.



Organizing for Collaboration

Research shows that a coordinating office is a critical ingredient for success in implementing an Arts and Cultural Plan. For example, Create Austin resulted in a city department of arts and culture to consolidate all arts and cultural activities, “raise the importance of these issues within the City organization and make their work more effective.” Creative Providence reorganized the Department of Art, Culture and Tourism to focus on economic development initiatives and to lead implementation of that cultural plan. Roanoke’s Arts and Cultural Plan tasks the city’s planning and economic development staff with initiating the plan’s strategic initiatives. Over time the plan recommends growing the Arts Coordinator to a full time position, and establishing a City of Roanoke office of arts and culture similar to its neighborhood office to facilitate ongoing implementation and coordination among the plans many actors.

Building Block: Vibrant Region – Healthy Economy

	SHORT TERM	MIDRANGE	LONG RANGE	LEAD AGENCY ²	POTENTIAL PARTNERS
Structure city grants, capital and line item funding to implement plan recommendations for collaboration, neighborhood outreach and pursuit of diverse audiences	■			RAC	CM, PB&D, ACOs, FAs
Study and recommend funding strategies to sustain arts and cultural organizations including dedicated funding sources, united arts fund drive, assets district, funder collaboration	■			CCS, AC, RVARC	UWRV, ACOs, CUs, P, CVB, CofC, RHEC, DRI
Include artists and creative sector workers on City decision making bodies	■			CC	RAC, AC
Task appropriate city staff with initiating plan actions and establishing an office of arts and culture similar to the Office of Neighborhood Services to oversee plan implementation	■			CM , ED, PB&D	RAC
Develop a joint marketing effort for arts and culture		■		CVB, P, AC	ACOs, LAs, DRI, RVARC
Include arts and culture in City Council legislative agendas	■			CC	RAC, AC
Explore a signature arts conference/competition/festival			■	RAC, ED	ACOs, LAs
Identify effective local government incentives for artists and arts and cultural organizations: address “busking”, vacant storefront displays, art and cultural districts, assembly permitting, micro loans, business planning, use of public parking, low cost performance venues, tax incentives, assessing the admissions tax, etc.		■		RVARC, PB&D	CMO, AC, ACOs, FAs, LAs
Map use of existing arts and cultural venues and develop a plan to expand use of underutilized spaces	■			CCS	RAC, ACOs, LAs, AC
Explore creation of a Sister Cities artist exchange	■			AC	SC
Use public art to identify downtown districts		■		RAC, DRI	PW, PB&D
Identify programs and projects that generate and support locally and regionally created works and products		■		AC	DRI, CofC, P

² Organizational acronyms with complete names are found in the appendix of this document

B. Livable Communities – Engaged Neighborhoods

POLICY APPROACH

Art and culture should be visible and accessible in neighborhoods. Attracting artists to locate and participate in neighborhoods, creating a supportive environment for the arts and including art and culture as critical elements of community design, and program opportunities are important aspects of this policy approach. Roanoke’s diverse neighborhoods are fundamental to the unique character of the City. Arts and cultural offerings have a positive impact on the physical and social fabric of a neighborhood creating more attractive places to live and raise families. This policy approach encourages the involvement and use of community based schools, churches, parks, local businesses and libraries in arts and cultural engagement opportunities. It engages cultural institutions as well as performing and visual artists, with diverse audiences to increase the presence and influence of the arts throughout the community and its neighborhoods.

POLICIES

Roanoke will:

- **Extend Art into Neighborhood and Neighborhood into the Arts.** Encourage programs that connect downtown art and cultural institutions with local neighborhoods to create easy access, opportunities for participation and increased involvement in arts and cultural activities. Conversely, support programs that draw on the diversity of talent in neighborhood organizations, communities of faith and local artists for purposes of showcasing that talent in downtown venues.
- **Support Neighborhood-based Art and Culture.** Encourage neighborhood generated programs and events and showcase local and regional artistic talents while promoting a neighborhood’s diverse cultural and historic resources and encouraging the active engagement of neighborhood residents.
- **Attract and Retain Artists.** Support programs that draw and retain artists to live and work in Roanoke’s neighborhoods by recognizing their work and promoting their studios, shops and businesses.

STRATEGIC INITIATIVES:

- Launch a Livable Communities Initiative at the neighborhood level that:
 - Includes arts and culture as an element in all future neighborhood plans:
 - Includes a first round of neighborhood grants for their own projects or to partner with the city’s arts and cultural organizations
 - Creates an advisory group of artists to help plan/increase art in neighborhoods
 - Supports museums and arts and cultural organizations to participate in neighborhood festivals, meetings, schools, community centers, etc.
- Broaden and expand public art to include diverse types of visual art in more areas of the city
- Expand youth mural program with the Arts Council of the Blue Ridge
- Integrate public art into the Greenway Plan
- Study a mural program for both public and private property
- Integrate social and environmental issues into public art projects
- Develop a public art project in collaboration with colleges and universities
- Study an ordinance that would require public art as a part of private development

IMPLEMENTATION

The matrix at right is a general guide to the time needed to carry out the livable communities-engaged neighborhoods actions of this plan. It is intended to assist with scheduling priority projects, but does not provide a specific time frame for each item.



Gainsboro Public Art Workshop

California Community Foundation provides grants supporting the arts in LA County to increase the participation of diverse, ethnic and low-income individuals and communities in the arts. The Foundation believes arts are integral to the vitality of Los Angeles County, one of the most diverse urban areas of the world. From self empowerment and increased empathy to cultural tourism and economic benefits, the arts can help transform lives and communities. L.A.’s art and culture are expressed in the multitude of neighborhoods throughout the county.

Building Block: Livable Communities – Engaged Neighborhoods

	SHORT TERM	MIDRANGE	LONG RANGE	LEAD AGENCY ²	POTENTIAL PARTNERS
Establish a neighborhood grant category and include a first round of grants to support neighborhood festivals, art shows, poetry, events, improved infrastructure for art and music performance, competitions where neighborhood talent is featured, etc.	■			RAC, CC, PB&D	CM, RNA, AC, ACOs
Establish an annual neighborhood-based art and cultural competition award		■		RAC, PB&D	RNA, ACOs, CUs, AC
Include neighborhood historic and cultural resources when marketing and promoting Roanoke		■		RAC, RNA	CC, CM, ACOs, AC, LAs
Include art and culture as an element of all future neighborhood plans	■			PB&D	RNA, CM, RAC
Establish an advisory group of artists to help develop arts and cultural elements of neighborhood plans and assist neighborhoods to initiate, plan and support neighborhood art and cultural events	■			PB&D	RNA, Neighborhoods, LAs
Adopt annual City Council resolutions recognizing arts and humanities month	■			ED, RAC, AC	LAs, PB&D, RNA, CUs
Expand the AIR (Art in Roanoke) program to include more neighborhoods		■		RAC, ED	ACOs, LAs
Support public and private murals and expand youth mural program with the Arts Council of the Blue Ridge		■		RAC, AC	CC, CM, ED, ACOs, LAs, RNA, P&R, GC, RCPS, CUs
Consider incentives and procedures for public art on private property		■		RAC	CC, CM, ED, ACOs, LAs, RNA, P&R, GC, RCPS, CUs
Study an ordinance that would require public art as a part of private development			■	RAC	CC, CM, ED, ACOs, LAs, RNA, P&R, GC, RCPS, CUs
Integrate public art into the Greenway Plan		■		RAC	CC, CM, ED, ACOs, LAs, RNA, P&R, GC, RCPS, CUs
Integrate social and environmental issues into public art projects		■		RAC	CC, CM, ED, ACOs, LAs, RNA, P&R, GC, RCPS, CUs
Develop a public art project in collaboration with colleges and universities		■		RAC	CC, CM, ED, ACOs, LAs, RNA, P&R, GC, RCPS, CUs
Promote a program to highlight museums, art and culture organizations, galleries and local artists on local tours of neighborhood festivals, schools, meetings, and community centers, etc.		■		RNA, ACOs, AC	LAs, RCPS, PB&D, RAC, Gs
Establish an “art park” for reflective experiences, active participation and opportunities for artists to perform and create, modeled on places like Walker Open Field, Barnsdall Art Park and Caponi Art Park			■	P&R	RAC, AC, MAF
Establish an artist studio/artisan shop incubator in the urban flex district(s)		■		PB&D	ED, P, LAs, AC, City Works
Engage the business community in recycling inputs, by products and cast offs in a material exchange for artists by creating a “Craigslist” of artist resources for access to supplies, specialized equipment (e.g., metalwork tools, woodwork tools, and computers), other artists, permits, etc.		■		AC	RAC, CofC, ACOs

C. People – Education – Lifelong Learning

POLICY APPROACH

Roanoke can provide people with opportunities to be actively engaged in arts and cultural activities throughout their lives. This increased participation is fueled by education and exposure to arts and culture. This policy approach seeks to improve awareness and access for all of Roanoke’s residents to arts and cultural activities by forging stronger relationships with area schools, colleges and universities. Participation in the arts and lifelong learning for area residents is achieved by linking education institutions with arts and cultural organizations through collaborative efforts. Forging these arts and education partnerships creates opportunity for greater collective impact and use of resources.

POLICIES

Roanoke will:

- **Encourage lifelong learning and participation.** Encourage arts and cultural programs for people of all ages and social sectors.
- **Achieve greater collective impact through strong networks and new collaborations.** Establish indicators of success and track outcomes for collaborative efforts funded by the City.
- **Build links among area education, performing and visual arts and cultural institutions.** Build relationships to showcase what artists, organizations, the K–12 public/private education system and higher learning institutions can offer each other and community residents.

STRATEGIC INITIATIVES:

- **Improve Communication**
 - Convene regular meetings with arts and cultural organization administrators and educators to facilitate development of partnerships, programs and activities that create opportunities for multigenerational participation and learning.
 - Create communities of interest portals – teens, retirees, music lovers, film buffs and ‘Do It Yourself’ crafters connected to social media and engagement tools to build markets, awareness and community.
- **Improve Access**
 - Explore free transportation to arts and cultural organizations from K–12 and higher education to a variety of programs through innovative use of grant funding.
- **Secure intergenerational participation in arts and culture through strong ties among cultural organizations and local colleges/universities by joint ventures with:**
 - Ferrum College
 - Hollins University
 - Jefferson College of Health Sciences
 - Radford University
 - Roanoke College
 - Roanoke Higher Education Center
 - Virginia Polytechnic Institute and State University
 - Virginia Tech Carilion School of Medicine and Research Institute
 - Virginia Western Community College

IMPLEMENTATION

The matrix at right is a general guide to the time needed to carry out the livable communities-engaged neighborhoods actions of this plan. It is intended to assist with scheduling priority projects, but does not provide a specific time frame for each item.



Photo courtesy of Becky Carr

“Musicians, painters, sculptors, gallery owners, writers, potters and other artists are often entrepreneurs who contribute economically, socially and culturally to creating unique and vibrant communities. Targeting funding and business assistance to them can support local residents as they work to revitalize their neighborhoods, create jobs and fill storefronts. Staunton, Virginia’s “Creative Community Fund” provides business start up counseling and loans from \$1,000 to \$50,000 and is a nearby example of economic development assistance tailored to the needs of the creative community.”

Building Block: People – Education – Lifelong Learning

	SHORT TERM	MIDRANGE	LONG RANGE	LEAD AGENCY ²	POTENTIAL PARTNERS
Convene regular meetings with arts and cultural organization administrators and educators to facilitate development of partnerships, programs and activities that create opportunities for multigenerational participation and learning		■		RAC	CU, RHEC, ACOs, AC, RAC
Explore establishment of additional post-secondary educational opportunities such as an art school in downtown setting, a National Association of Schools of Music school or a “musikpark” (German model) where all facets of the music business (performance, recording, production, marketing, and distribution) are taught.			■	RVARC	RHEC, CU, ACOs, DRI, RAC, PB&D, P
Establish an annual showcase for educators of what artists and organizations have to offer	■			AC	RCPS, ACOs, LAs, RAC
Support high school and college internships		■		CU, ACOs	RCPS, RVARC, RLD
Support partnerships that focus on visual and performing arts instruction at early ages in K-12	■			RCPS	LAs, AC, CU, ACOs, CHS
Continue and expand the library’s programs (i.e., Emerging Artists)	■			RLD	CC, CM, ACOs, LAs, RNA, CU
Explore how to provide free transportation to events and venues from K-12, higher education and neighborhoods through innovative use of existing programs and grant funding		■		RVARC	ACOs, RCPS, CM, CC, CU, RNA, PB&D
Link arts and culture to other participatory activities such as biking and greenways	■			P&R	ACOs, RAC, LAs, AC, P, CVB, CU, RNA, RVARC
Create a citywide cultural pass to visit institutions or a “membership exchange” where a member of one institution can visit another during a certain time period		■		AC	ACOs, RAC, CC
Continue established events such as Roanoke Valley Reads and Art by Night	■			RAC	RLD, ACOs, CU, DRI, CHS
Support “Free days” at museums for city residents and/or other localities		■		ACOs	AC, RAC, CU
Support a structured artist/youth mentorship program			■	AC	RCPS, ACOs, LAs, CU, RAC, Apple Ridge Farm
Analyze gaps in programming and make them priorities for funding		■		AC	P&R, ACOs, CU, RLD
Create communities of interest portals through social media and engagement tools to build markets, awareness and community	■			CU	AC, RVARC, ACOs, RAC, PB&D



IMPLEMENTATION

Betty Branch, *Through the Crow's Eye: A Retrospective* at the Eleanor D. Wilson Museum, Hollins University | Photo courtesy of Olivia Body

Implementing the Plan

The arts and cultural planning process, by design, included all sectors of the Roanoke Community. The plan sets forth a consensus built vision for a prosperous community where innovation in arts and culture engages people in all aspects of life while contributing to sustained economic growth and development. The City of Roanoke Arts Commission guided the planning process through numerous focus groups and public meetings with the understanding that the success of the Arts and Cultural Plan would be dependent upon the motivation and involvement of leaders and participants throughout Roanoke.

Implementation of the plan requires engaged leaders from neighborhoods, arts and cultural organizations, local governments, schools, colleges, businesses, nonprofit organizations and economic development groups. Implementation requires funding to supplement that provided by the City of Roanoke. Successful implementation of the plan is dependent upon the creativity of artists, the generosity of philanthropists and the participation of everyday citizens.

The Arts and Cultural Plan is now a part of Vision 2001–2020, Roanoke’s comprehensive plan and a statement of City policy. Plans and policies, however, are not destinations; they are stops along the way to realizing a vision for arts and culture. Some would say that the real work begins now but it begins with a clear idea of what we would like to achieve.



Planning and implementation are cyclical in nature. Implementation of the plan will be monitored and an annual progress report will be produced showing actions taken and policies implemented. The Arts Commission and City Council should meet annually to review the progress of implementation. Every three years, policies and actions in the plan will be reviewed and updated by the Arts Commission in light of local and regional indicators of participation, engagement, funding, collaboration, economic impact and organizational sustainability. Revisiting elements of the plan and strategic initiatives will include task teams and roundtables of participants to revise actions and strategies as necessary, make mid-course corrections of actions, roles, responsibilities and schedules. After five years the plan should undergo a major examination and revision through a process similar to the one used to develop this plan. The Roanoke Arts Commission will continue to serve as the steering committee for these efforts.

The matrices included in each building block section consolidate the policies and actions recommended in the plan elements. The matrices include participants (City, Business, Nonprofit, etc.) as well as time frames for action. Short term means actions to be initiated immediately, in the first year after adoption. Midrange refers to those actions that should be started in 2 to 4 years, and long range identifies those items that should be started by year five. The time frames represent when some activity should be visible, not necessarily when actions should be completed. Once initiated, most actions will be ongoing. For each action, a lead agency is recommended to take responsibility for coordinating implementation, and potential partners are identified. This matrix will be used to track implementation over time.

The Need for Regional Cooperation and Solutions

The City of Roanoke Arts Commission set forth a vision of a vibrant and prosperous community where innovation in arts and culture engages people in all aspects of life while providing a base for sustained economic growth and development. Embedded in this vision is a community that reaches beyond the boundaries of the City of Roanoke; a community that is shaped by quality of life and not by jurisdictional authority or geographic area.

The building blocks of the Arts and Cultural Plan speak to a vibrant region, livable communities and the people who reside in the cities, towns and counties throughout the Roanoke Region and beyond. The importance of regional cooperation is central to the success and sustainability of this plan.



Sidewalk Art Show | Photo courtesy of Jessica Dodds

As part of its effort to seek regional solutions to issues of vital importance to the well being of its citizens, the City of Roanoke is working closely with the Roanoke Valley Alleghany Regional Commission, elected officials from Roanoke County, Botetourt County, Franklin County, Craig County and the Cities of Salem and Vinton, the Council of Community Services and more than 20 nonprofit organization leaders to find ways to create a more livable and sustainable region.

Elements of this Arts and Cultural Plan will be integrated with regional efforts to provide more transportation choices; promote equitable, affordable housing, enhance economic competitiveness, coordinate policies and leverage investment, support existing communities, and value neighborhoods.

In planning a sustainable future, efforts will be made to change local zoning and land use laws and regulations that remove barriers to sustainable development for housing, economic development, transportation and related water, sewer and other environmental quality issues. It will also mean an intentional effort to elevate the importance of arts and culture in all planning efforts to create more livable communities.

Opportunities to find solutions by crossing jurisdictional boundaries are enhanced by the current economic downturn. So too are opportunities to engage more people in arts and culture throughout the region.



Roanoke Art and Cultural Plan Resources and References

Community Plans

- City of Phoenix Arts and Cultural Plan, 2008–2012
- Minneapolis Plan for Arts and Culture (2005)
- Portsmouth, NH, Community Life and the Arts (2002)
- Tallahassee, FL, Capital Culture (2003)
- Edmunds, WA, Community Cultural Plan (2008)
- Richmond, VA, Creative Richmond (2009)
- Austin, TX, Create Austin, Austin Cultural Master Plan (2008)
- Bellingham, WA, Community Arts Forum Strategic Plan 2006–2008 (2006)
- Salisbury, NC Cultural Action Plan (2008)
- Durham, NC Cultural Master Plan (2005)
- Tuscaloosa County, AL Culture Builds (2008)
- Columbia, MO, Creative Columbia (2006)
- Erie County, PA, Erie Spark Cultural Plan (2010)
- Providence, RI, Creative Providence – A cultural plan for the creative sector (2009)
- Charleston, SC, Creating a Cultural Experience in Charleston (2009)
- Pasadena, CA, Cultural Nexus: An Action Plan for Pasadena’s Cultural Economy (2005)

References

- Arts and the Economy – Using Arts to Stimulate State Economic Development, National Governor’s Association Center for Best Practices (2008)
- Americans for the Arts Creative Industry Report – Roanoke, Virginia (2010)
- The Creative Economy – Views from Abroad, Community Arts Network, (2009)
- Assets Mapping, Luther Snow (2010)
- Creative Placemaking, National Endowment for the Arts (2010)
- Greater Philadelphia Cultural Alliance, Culture and Arts Survey Key Findings & Implications (2010)
- The Economic Impact of the Roanoke Higher Education Center on the Regional Economy (2010)
- Economic Impact of the Arts and Cultural Industry in the Blue Ridge Region of Virginia (2010)
- Learning from Others: Benchmarking the Maricopa Region against Other Regions’ Efforts to Build a Vibrant Arts and Cultural Sector (2003)
- The Arts Ripple Effect: A Research-Based Strategy to Build Shared Responsibility for the Arts, Fine Arts Fund (2010)
- Knight Soul of the Community – Why People Love Where They Live and Why It Matters: A National Perspective Report, John S. and James L. Knight Foundation and Gallup (2010)
- The Role of Arts and Culture in Planning Practice, American Planning Association (2011)
- How the Arts and Cultural Sector Strengthen Cultural Values and Preserve Heritage and History, American Planning Association (2011)
- How Arts and Cultural Strategies Enhance Community Engagement and Participation, American Planning Association (2011)
- How the Arts and Culture Sector Catalyzes Economic Vitality, American Planning Association (2011)
- How Cities Use Parks for ... Arts and Cultural Programs, American Planning Association (2005)



Examples of Art and Cultural Programs, Projects and Best Practices

Neighborhoods

- **Paducah Artist Relocation Program** | paducaharts.com
- **Project Row Houses** | projectrowhouses.org
- **Rochester ARTWalk** | rochesterartwalk.org
- **Social and Public Art Resource Center** | sparcmurals.org
- **Village of Art and Humanities** | villagearts.org
- **West End/Clingman Avenue Revitalization Project**
handmadeinamerica.org
- **Walker Open Field** | blogs.walkerart.org/openfield2011
- **California Community Foundation Grant Making**
cafund.org/receive/arts.php
- **The City of Philadelphia Mural Arts Program**
muralarts.org
- **Caponi Art Park, Eagan, MN** | caponiartpark.org
- **smART Ventures**, Small grants to widen arts and culture participation | seattle.gov/arts/funding/smart_ventures.asp
- **City Arts, Enriching Neighborhoods through Art, Washington, DC** | cityartsdc.org/

Lifelong Learning

- **Artists for Humanity Youth Apprenticeships**
afhboston.com
- **Community/Schools Partnership for the Arts**
sarasotacountyschools.net/departments/curriculum/default.aspx?id=3496
- **Project LEAP** | cceflorida.org
- **Aspirations/Young Artists** | yayainc.com
- **Community Stepping Stones**
communitysteppingstones.net
- **Oak Hammock at the University of Florida**
oakhammock.org/partner.html
- **Studio in a School** | studioinaschool.org
- **Elders Share the Arts** | elderssharethearts.org
- **Cultural Alliance of York County Artist in Schools Residencies** | startsomething-aie.org
- **Bay Area Video Coalition**, Civic minded application of technology to art, education and social change
bavc.org

Economic Development

- **Glassworks Galleries, Studios, Offices, Live-Work Spaces** | www.louisvilleglassworks.com
- **Indianapolis Cultural Trail** | indyculturaltrail.org
- **Massachusetts Bay Transit Art Transit Program**
mbta.com/insidethet/artprogram.asp
- **Peekskill Open Studios**
peekskillartists.org/open_studios
- **Arts District of Dallas Art Cart**
oneartsplaza.com/arts/artcart.html
- **Crane Building, Redevelopment for Creative Businesses and Artists** | cranearts.com
- **Sanctuary Lofts**, Revitalization for loft apartments and studio rentals | sanctuarylofts.com
- **New Orleans Jazz and Heritage Festival**
nojazzfest.com
- **Willoughby Windows**, Vacant stores to a street art gallery
adhocart.org/site
- **Art Prize, Grand Rapids open art contest**
artprize.org
- **Culinary Art, Brooklyn**
nytimes.com/2009/02/25/dining/25brooklyn.html
- **Ybor City, Neighborhood revitalization** | ybor.org

Collaboration

- **Worcester Cultural Coalition Collaborative Programming**
artsworcester.org
- **United Arts Fund Drive of Catawba County**
artscatawba.org/artfund.html
- **Artsopolis Online Guide to Arts and Culture**
artsopolis.com
- **Santa Barbara Sister Cities Exchange**
sbpvsistercity.org/sbpv_oo6.htm
- **Greater Baltimore Cultural Alliance Collaboration**
baltimoreculture.org
- **Santa Fe Gallery Association**
santafegalleries.net
- **Berkshire Creative** | berkshirecreative.org



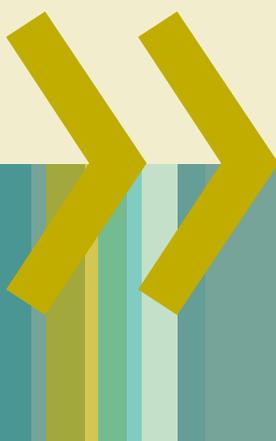
Southwest VA Ballet | Photo courtesy of Dan McDilda

SURVEY SYNOPSIS

Arts and Cultural Survey Summary Analysis

BACKGROUND

The City's Planning and Economic Development Departments with input from the Roanoke Arts Commission designed and distributed a two part survey to obtain information from area residents, visitors and arts and cultural organizations about their involvement, preferences, and perceptions of various arts and cultural activities and venues in Roanoke. The survey consisted of 26 questions, and incorporated a combination of multiple choice and open-ended questions and ratings. The first section asked 17 questions of respondents about their arts and cultural preferences and their opinions about local government support for arts and culture. This section included demographic and income questions so that survey responses could be analyzed and compared according to a variety income, geographic and demographic groupings. The second section asked 9 more focused questions to artists, gallery owners, and the administrators and board members of arts and cultural organizations about their economic outlook and opinions about opportunities for collaboration.



The survey process was initiated at the Henry Street Heritage Festival on September 25, 2010 and the SunTrust Big Lick Blues Festival on October 1, 2010. An email blast and press release announced that the survey was available on line at the City's website and in paper form at the City's library branches and upon request, and at several arts and cultural venues. The survey was mentioned in articles in both The Roanoke Times and Roanoke Tribune as well as through interviews with local broadcast media. The Office of Communications sent the survey link out via "My Roanoke" and to employees. The survey was also made available to the students at the City's two high schools.

Survey Findings

A total of 1217 people responded to the survey using Survey Monkey. 50.8% of the respondents gave a zip code within the City, and 92.5% described themselves as residents of the Roanoke area. Overall, the household income ranges given by respondents correspond well with those of the metropolitan area. The median income of the Roanoke MSA is \$62,800 according to the US Department of Housing and Urban Development, and 49.6% of the respondents said that their annual household income was \$60,000 or more. 45.4% of the respondents from within the City, where the median household income in 2008 was \$37,089 according to the Census Bureau's American Community Survey, listed their annual household income as \$60,000 or more. The survey respondents from within the City tended to represent households with above the City's median income.

MOST IMPORTANT COMMUNITY OFFERINGS

The City's Historic Farmers Market, natural areas and greenways, festivals were named as the City's most important community offerings among all groups (all respondents, City residents, youth, artists, and African Americans). When asked an open ended question to identify where one would go for a "cultural experience" in Roanoke, more than 50 local and regional attractions were named. 54% of respondents named one of the community's museums, with the Taubman Museum being named by 41.6% of the respondents. These results indicate that local residents and visitors strongly associate Roanoke with its historic downtown and environmental amenities, and that both residents and visitors find a wide variety of cultural attractions available to attend in this area.

ARTISTIC PREFERENCES

Questions asking respondents to identify their preferences for musical, performing and visual arts were equally varied. Only theater and stage plays were named as "most important" to more than half of the respondents. Some variation was found among the subgroups. A majority of artists, gallery owners and those associated with arts and cultural organizations found painting to be a "most important" art form to them; half of the youth found performance art to be a "most important" visual art form; and nearly three-fourths of African Americans responded that gospel or spiritual music and jazz are "most important" forms of music (overall jazz was listed as the most important form of music).

Improving event attendance Three responses to the question about what would cause you to attend cultural events more frequently rose to the top: more interesting or relevant events; more information about events; and better parking or access for events. The Roanoke Times was listed as the overall leading source of information by every group, and by 38.2% of all respondents. The next leading source, listed by only 13.9% of all respondents, was social media (Facebook, Twitter, etc.). However, youth and artists, gallery owners and those associated with arts organizations listed social media more frequently (18% and 25.7% respectively). These responses reflect a need for improved ways to get the word out about arts and cultural events and activities; a need to develop events and activities that respond better to the Roanoke area's increasingly diverse population; and a need to make people aware of how and where to park at events.

Importance of arts and cultural offerings: 94.1% of the respondents indicated that it is important or very important to have arts and cultural offerings in Roanoke. This sentiment was nearly uniform across all groups of respondents.



Marginal Arts Festival



LOCAL GOVERNMENT SUPPORT

88.9% of respondents replied that it is important or very important for local government to financially support arts and cultural activities in Roanoke. Again, support was nearly uniform across all groups, including only those who reside in the City. Respondents expressed support for assisting many types of arts and cultural activities, with festivals and community events being selected on 65.2% of the surveys. Activities named on more than 40% of the responses were support for museums, arts and cultural organizations, youth programs and marketing.

ECONOMIC OUTLOOK

Artists, gallery owners and arts and cultural organizations were queried about changes in income since 2007. Of those who have income from grants, endowment earnings, corporate donations and sponsorships and individual contributions, a majority indicated lower or substantially lower income from these sources since 2007. More than 40% report declines in ticket sales and memberships. At the same time, 69.7% indicated that they expect next year's budget to be about the same or higher. More than half (56%) plan to increase marketing, and more than 40% plan to increase the number of grant applications or make additional asks of the community. These responses indicate opportunities for collaboration and coordination of marketing, grant writing and fund raising activities. More than two-thirds (68.9% and 68.4%) of the respondents expressed an interest in cooperative marketing and promotional activities with other organizations.

SUPPORT FOR ARTS AND CULTURAL ORGANIZATIONS

Funding for general operating costs was listed as the most important need by a large majority (76.4%) of the artist, gallery owner and arts and cultural organization respondents. Slightly more than half (52.9%) identified programming grants as important to building their capacity. The top three types of City government support selected by respondents were operating grants (72.9%), marketing for the area (68.1%), providing space for exhibitions and performances (55%) and eliminating the admissions tax (43.7%). Besides being an indication of the economic times, these responses suggest a need for the City to reconsider the purposes for which it distributes arts and cultural funding and supports exhibitions and programming. Although the City itself is financially challenged and it expends far more in arts and cultural program funding than it collects from the admissions tax, these responses also pose a challenge to reconsider the way the City applies the admissions tax and the ways that the organizations collect it.

Conclusions

The arts and cultural survey provided an opportunity for a large number of area residents and visitors to provide input to the arts and cultural planning process. A copy of the overall survey results follows this summary. The raw data is available for further analysis by contacting the City of Roanoke's Department of Planning, Building and Development at (540) 853-1730 or planning@roanokeva.gov.



- **Actions** – Measurable steps to implement the plan.
- **AIR** – Art In Roanoke, is a project of the City of Roanoke’s Percent for Art Program, established to provide public art in city neighborhoods and public places to reflect the community’s vibrancy and heritage. Since 2002 the City of Roanoke has designated 1 percent of funds for certain capital projects to purchase or display art in the city. The program is overseen by the Roanoke Arts Commission. The public art program is guided by Art for Everyone the city’s first public art plan adopted by City Council in 2006.
- **Art, Artist** – For purposes of this plan references to art and artists are intended in the broadest sense to include visual, performing, musical, writing and the creation of any beautiful or thought provoking work. Culture can be defined as the arts as well as the intangible shared beliefs, values, and practices of a community
- **Busking** – The practice of artistic performances in public places for gratuities. People who engage in busking are referred to as street performers, street corner performers, minstrels, bards and troubadours.
- **Comprehensive Plan** – Cities in Virginia are required to adopt and maintain a plan for the development of the territory within its jurisdiction in order to meet present and probable future needs and promote the health, safety, morals, order, convenience, prosperity and general welfare of its inhabitants. Roanoke’s comprehensive plan is entitled Vision 2001–2020 — Planning for Roanoke’s future economic development, neighborhoods and quality of life. The Arts and Culture Plan is an amendment to that original plan.
- **Creative Sector** – For the purposes of this plan references to the creative sector are intended to include a wide range of economic activities which are concerned with the generation or use of knowledge and information, such as advertising, architecture, art, crafts, design, fashion, publishing, research, software, radio and TV.
- **Culture** – For the purposes of this plan references to culture or cultural activities are intended to mean the arts as well as the intangible shared beliefs, values, symbols and practices of the Roanoke community.
- **Policy Approach** – Community values used to develop the policies.
- **Policies** – Guidelines to be used when evaluating investments, actions, proposals, projects and programs.
- **Strategic Initiative** – Strategic Initiatives are key concepts of the plan and ideas that emerged as strategies for immediate action.

Acronyms with Complete Organizational Names

- **AC** = Arts Council of the Blue Ridge
- **ACOs** = Arts and Culture Organizations
- **CC** = City Council
- **CCS** = Council of Community Services
- **CHS** = Community High School
- **CM** = City Manager
- **CofC** = Chamber of Commerce
- **CVB** = Convention and Visitors Bureau
- **CUs** = Colleges and Universities
- **DRI** = Downtown Roanoke, Inc.
- **ED** = Economic Development Department
- **FAs** = Funding Agencies
- **GC** = Greenway Commission
- **LAs** = Local Artists
- **P** = Economic Development Partnership
- **PB&D** = Planning Building and Development
- **P&R** = Parks and Recreation Department
- **PW** = Public Works Department
- **RAC** = Roanoke Arts Commission
- **RCPS** = Roanoke City Public Schools
- **RLD** = Roanoke Library Department
- **RHEC** = Roanoke Higher Education Center
- **RVARC** = Roanoke Valley Allegheny Regional Commission
- **RNA** = Roanoke Neighborhood Advocates
- **SC** = Roanoke Valley Sister Cities
- **UWRV** = United Way of Roanoke Valley



Educational Outreach | Photo courtesy of Jefferson Center



Esperanza Spalding at the Music Lab at Jefferson Center | Photo courtesy of Jefferson Center

American Guild of Organists, Roanoke Chapter: St. John's Episcopal Church
 One Mountain Ave.
 Roanoke, VA 24016
 540.393.9391, 540.427.2820 or
 540.798.9584

The Arts Council of the Blue Ridge
 20 East Church Ave.
 Roanoke VA 24011
 540.342.5790
www.theartscouncil.org

The Athenian Society for the Arts and Sciences:
 P. O. Box 8143
 Roanoke, VA 24014
 540.892.5616

Betty Branch Sculpture Studio & Gallery
 123 Norfolk Avenue, P. O. Box 1122
 Roanoke, VA 24006
 540.344.4994

The Binaba Shop
 120 Campbell Avenue
 Roanoke, VA 24011
 540.345.7064
www.binabashop.com

Blue Ridge PBS
 1215 McNeil Dr. S.W.
 Roanoke, VA, 24015
 540.344.0991
<http://www.blueridgepbs.org>

Blue Ridge Potters Guild
 4705 Colonial Ave., SW,
 Roanoke, VA 24018
 540.772.1669
www.blueridgepotters.com

Center for the Arts at VA Tech
 250 Main Street Suite 312
 Blacksburg VA 24060
 540.231.0856
www.artscenter.vt.edu

Commonwealth Coach and Trolley Museum, Inc.
 10 27th Street, S.E.
 Roanoke, Virginia 24014
 540.342.2383
www.commonwealthcoach.com

Community High School and Marginal Arts Festival
 PO Box 2104
 Roanoke, VA 24009
 540.345.1688
www.communityhigh.net

Council of Community Services
 P.O. Box 598
 502 Campbell Ave. SW
 Roanoke, VA 24016
 540.985.0131
councilofcommunityservices.org

Downtown Roanoke, Inc.
 213 Market Street
 Roanoke, Virginia 24011
 540.342.2028
www.downtownroanoke.org

The Eleanor D. Wilson Museum at Hollins University
 P.O. Box 8009 Fishburn Drive
 Roanoke, VA 24020
 540.362.6532
www.hollins.edu/museum

EventZone
 P.O. Box 8276
 Roanoke, VA 24014
 540.342.2640
www.EventZone.org
www.roanokefestival.org

Frame 'N Things and The Gallery

3215 Brambleton Avenue
 Roanoke, VA 24018
 540.342.6671
www.framenthings.com

Gallery 108

108 Market St.
 Roanoke, VA 24011
 540.982.4278
www.gallery108.biz

Gamut Theatre Company

540.380.3168
www.ganuttheatre.com

Greene Memorial Fine Arts Series

402 Second Street, SW
 Roanoke, VA 24011
 540.344.6225
www.gmumc.org/finearts

Grandin Theatre Foundation

1310 Grandin Road, SW
 Roanoke, VA 24015
 540.345.6177
www.grandintheatre.com

Harrison Museum of African American Culture

One Market Square, SE
 Roanoke, VA 24011
 540.345.4818
www.harrisonmuseum.org

Historical Society of Western Virginia

One Market Square, SE, 3rd Floor
 Roanoke, VA 24011
 540.342.5770
www.history-museum.org

Hollins University

P.O. Box 9583
 Roanoke VA 24020
 540.342.6000
www.hollins.edu

Kirk Avenue Music Hall

22 Kirk Avenue SW
 Roanoke, VA 24011
www.kirkavenuemusic.com

Jefferson Center — Shaftman Performance Hall

541 Luck Avenue, Suite 221, SW
 Roanoke, VA 24016
 540.343.2624
www.jeffcenter.org

Jefferson College of Health Sciences

920 S. Jefferson Street
 Roanoke, VA 24016
 540.985.8483
www.jchs.edu

League of Roanoke Artists

P. O. Box 20634
 Roanoke, VA 24018
 540.366.4410
www.leagueofroanokeartists.org

LinDor Arts

304 First St.
 Roanoke, VA 24011-1902
 540.400.8442

The Market Gallery

23 East Salem Ave.
 Roanoke, VA 24011
 540.342.1177
www.marketgalleryroanoke.com

Mill Mountain Zoo

P. O. Box 13484
 Roanoke, VA 24034
 540.343.3241
www.mmzoo.org

Mill Mountain Theatre

One Market Square
 Roanoke VA 24011
 540.342.5740
www.millmountain.org

Opera Roanoke

One Market Square, SE
 Roanoke VA 24011
 540.982.2742
www.operaroanoke.org

Olin Hall Galleries at Roanoke College

Olin Hall Galleries
 Salem, VA 24153
 540.375.2332
www.roanoke.edu/finearts/galleries

O. Winston Link Museum

101 Shenandoah Ave NE
 Roanoke, VA 24016
 540.982.5465
www.linkmuseum.org

Radford University

801 East Main St.
 Radford, Virginia 24142
 540.831.5000
www.radford.edu

Roanoke Arts Commission

117 Church Avenue
 Roanoke, VA 24011
 540.853.5652
www.roanokeva.gov/publicart

Roanoke Ballet Theatre

1318 Grandin Road
 Roanoke, VA 24015
 540.345.6099
www.roanokeballet.com
rbtoffice@roacox.com

Roanoke Children's Theatre

P.O. Box 4392
 Roanoke, VA 24015
 540.309.6802
www.roanokechildrenstheatre.org

Roanoke City Public Libraries

705 South Jefferson Street
 Roanoke, VA 24016-5191
 540. 853.2476
www.rvl.info
www.roanokeva.gov/library

Roanoke City Public Schools

40 Douglas Ave. NW
 Roanoke, VA 24012
 540.853.6051
www.roanoke.k12.va.us

Roanoke Civic Center

710 Williamson Rd.
 Roanoke VA 24016
 540.853.5483
www.roanokeciviccenter.com

Roanoke College

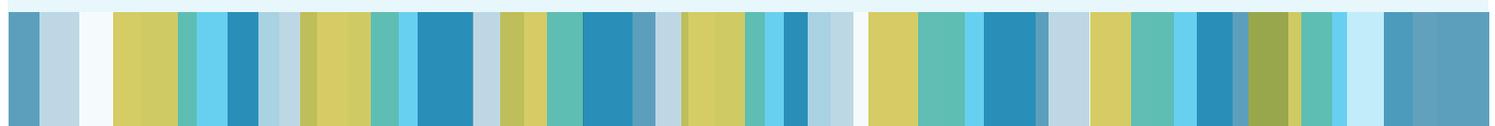
221 College Lane
 Salem, Virginia 24153
 540.375.2500
www.roanoke.edu

Roanoke Higher Education Center

108 North Jefferson Street
 Roanoke, VA 24016
 540.767.6161
www.education.edu

Roanoke Regional Chamber of Commerce

210 S. Jefferson St.
 Roanoke, VA 24011-1702
 540.983.0700
www.roanokechamber.org



Roanoke Regional Partnership

111 Franklin Plaza, Suite 333
Roanoke, VA 24011-2111
540.343.1550
www.roanoke.org

Roanoke Valley-Alleghany Regional Commission

P.O. Box 2569
Roanoke, VA 24010
540.343.4417
www.rvarc.org

Roanoke Valley Convention & Visitors Bureau

101 Shenandoah Avenue NE
Roanoke, VA 24016
540.342.6025 or 800.635.5535
www.visitroanokeva.com

Roanoke Valley Greenways

P.O. Box 29800
Roanoke, VA 24018 USA
540.387.6060
www.greenways.org

Roanoke Symphony Orchestra

541 Luck Avenue, SW Suite 200
Roanoke, VA 24016
540.343.6221 or 866.277.9127
www.rso.com

Roanoke Valley Community Band

4107 Woodvale Dr
Roanoke, VA 24018
540.774.8885

Salem Museum and Historical Society

801 East Main St.
Salem, VA 24153
540.389.6760
www.salemmuseum.org

Second Helpings Gallery

P.O. Box 11525
Roanoke, VA 24022
540.777.4561
www.2ndhelpings.org

Science Museum of Western Virginia

One Market Square, SE
Roanoke, VA 24011
540.342.5710
www.smwv.org

Showtimers of Roanoke Valley

P.O. Box 21226
Roanoke, VA 24018
540.774.2660
www.showtimers.org

Signature 9 Gallery

301 S. Jefferson St.
Roanoke, VA 24011
540.342.0703
www.signature9gallery.com

Southwest VA Ballet Co.

PO Box 3275
Roanoke, VA 24016
540.387.3978
www.svballet.org

St. Johns Episcopal Church — Music on the Corner

Jefferson at Elm P.O. Box 24002
Roanoke, VA 24002
540.343.9341
www.stjohnsroanoke.org

Studio Roanoke

30 Campbell Avenue
P.O. Box 1749
Roanoke, VA 24008
540.343.3054
www.studioroanoke.org

The Studio School

1104B Brandon Ave.
Roanoke, VA 24015
540.344.5404
www.thestudioschool.biz

Taubman Museum Of Art

110 Salem Avenue SE
Roanoke, VA 24011
540.342.5760
www.taubmanmuseum.org

Virginia Museum of Transportation

303 Norfolk Avenue
Roanoke, VA 24016
540.342.5670
www.vmt.org

Virginia Tech School of Medicine and Virginia Tech Carilion Research Institute

2 Riverside Drive
Roanoke, VA 24016
540.526.2059
www.vtc.vt.edu

Virginia Polytechnic Institute and State University

210 Burruss Hall
Blacksburg, VA 24060
540.231.6000
www.vt.edu

Virginia Western Community College

P.O. Box 14007
Roanoke, VA 24038-4007
540.857.8922
www.vccs.edu

Virginia Gentlemen Barbershop Chorus

P. O. Box 1725
Roanoke, VA 24008
540.725.4452
www.vagents.org

Western Virginia Foundation for the Arts and Sciences

Center in the Square
One Market Square, SE
Roanoke, VA 24011
540.342.5700
www.centerinthesquare.org

Wilson Hughes Gallery

117 Campbell Ave SW
Roanoke, VA 24011
540.529.8455
www.wilsonhughesgallery.com

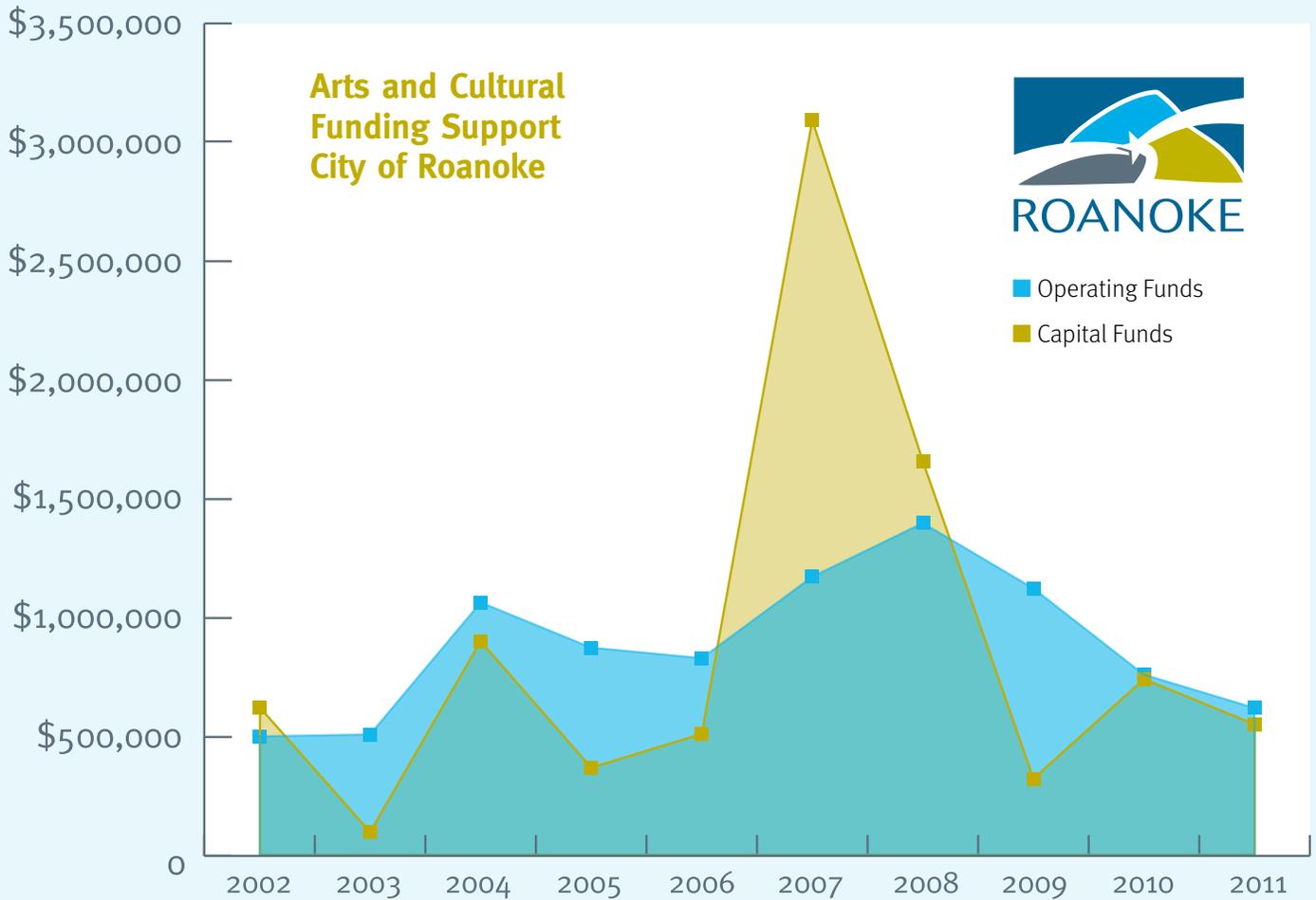
WVTF Public Radio

3520 Kingsbury Lane
Roanoke, VA 24014
540.989.8900
www.wvtf.org

Young Audiences

• Arts for Learning • Virginia
5577 Westbriar Court
Roanoke, VA 24018
540.725.9240
www.yav.org

Roanoke Arts and Cultural Funding, 2002–2011



CAPITAL FUNDS

Funds expended to purchase or construct capital assets. Typically, these funds are applied to purchase of art and/or the construction of a building or facility. Examples include funds provided for the construction or renovation of museums and the percent for art allocations made in conjunction with city capital projects.

OPERATING FUNDS

Funds expended to purchase programs or activities. Typically these funds are applied to support specific events, exhibitions, performances, educational programs or services offered by arts and cultural organizations. Examples include funding for the funding for to support the Henry Street Festival or the Science Museum of Western Virginia’s “Science on the Go” program.



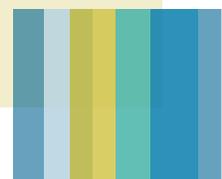
Possible actions as generated from public meetings and focus groups

Possible Actions Gathered from meetings with artists, arts and cultural organizations, the general public, higher education institutions and the Roanoke Arts Commission during meetings held in 2010 and 2011. These ideas and comments are the sources of the actions and policies for the Arts and Cultural Plan. While not all suggestions are actionable or included as action items, all can be considered during future updates to the Arts and Cultural Plan.³

- Need mechanisms in place to bring people out of various silos
- The Arts Commission should develop a program of touring artists to go into the schools
- Need a facility where young graduates get sliding scale housing and studio space (Art Space model)
- Mentorship program – young artists and professionals
- Sales tax breaks for artists
- Arts not marginalized in the schools
- More organic arts offerings – street performers, grass roots
- Tie in the medical industry, relationship between trauma and arts – art therapies, VCU has an arts in hospitals program
- Clearinghouse, consolidated calendar
- Operate more as a region
- Thriving performing arts in high schools
- Broader draw – don't be a default arts destination but be know for something and be a source of citizen pride
- Taubman more plugged in throughout the community
- Progressive arts programming – everything from the Taubman to live, organic art not following the norms
- City supported juried art facility like the McGuffey Center in Charlottesville
- Inclusion
- Transportation
- Sustainable plan – funding
- How can arts and culture work with the higher-ed. community?
- Recruit and retain artists – build population of culture
- Advocacy and measurement
- Community assets planning – help ID existing assets to maximize the use of what we have (Luther Snow)
- Part of the plan should include how the value of the arts are represented in economic development, is government investing sufficiently and correctly?
- Colleges need to promote what they are doing
- Colleges could share writers, artists in residence and use city venues
- Create a mission to get people to live here
- Higher ed could have open labs for students

³ Items are listed as generated by participants

- Program in NYC provides instruments and spaces for youth education, taught kids how to use public transportation
- The necessity of art – where we meet other’s insights, it is the basis of community, art as a meeting place
- Check Virginia Foundation for the Humanities – programs on culture and violence
- Regional academy of arts and culture – VWCC role?
- Charter School opportunity
- Develop a grant program to bring artists from colleges into schools and community
- Work study programs might have federal \$\$ for the above
- St. Paul Minnesota enacted an ordinance which brings artist to the table as paid consultants in all planning processes. Look at this and similar ordinances that embed artists in planning and development.
- Minnesota passed an amendment that adds ? % to sales tax for arts and culture and environmental support.
- Bristol England made a mistake when they turned the harbor area into a cultural district because it became an “entertainment” district rife with bars and noise which are driving the residents out.
- Melbourne Australia does a good job of supporting individual artists through festivals, artists’ residencies and live/work spaces for artists. It has developed critical mass areas with lots of people and events.
- Scottish Arts Council has printmaking and sculpture workshops in various locales that provide open access to shared equipment and encourages citizens to engage with and learn from working artists. The artists in turn provide beginner classes.
- Isle of Mann and Minx National Heritage area takes a holistic approach with “hybrid” artists.
- Renew Newcastle in Australia – artists signed short term leases so when a business wanted a space they moved on to new spaces. (Many in the audience did not like this idea of constantly displacing artists and thought it did not respect them as artists.)
- Walker Open Field – good example of temporary art space where anything can be added.
- Blacksburg Experiential Gallery as part of this project – map of joy and pain
- In London Olympic Stadium – model program of an artist and curator in residence where they served as “cultural translators” during the changes to the community.
- LA Poverty Project – an artist engaged the pain of the community.
- Art as a facilitator.
- Art is also about disruption or bringing forth work that promotes healing. Art should make you a little uncomfortable.
- The cultural side of arts and culture should be about neighborhoods and not just focus on activities that draw tourists. Small events that build strong neighborhoods are important.
- Art is about inclusiveness and should be emphasized in terms of bringing art into communities and to those who cannot access art. You need to be proactive.
- Art can address issues in the community.
- Art is a different way of knowing ourselves and the places we live.
- Animating Democracy of Americans for the Arts is a good example of using the arts to generate conversation.
- Provide artists with lower interest loans to secure housing and work spaces.
- Hold unmediated conversations among artists and community.
- Invest in people rather than real estate.
- Watch rather than ask questions – go to events and experience the culture.
- Formulate a continual working group of artists, planners and neighborhood reps to implement the plan.
- Assessment can be the enemy of innovation and risk taking. Do not always pursue the safe and the norm.
- Build walkway between arts venues. Make it easy for people to gain access
- Coordinate the message of the arts –marketing-measure impact
- Create a sense of investment among donors
- Promote sense that more is better-opportunities for diversity
- Joint events
- More collaboration
- Joint ticketing
- Joint Marketing
- Better communication with planning calendars
- Listening to our community
- Look at other cities of our size and demographics
- Rethink City support areas
- Redefine sustainability
- Rethink our priorities in supporting the arts
- Make some hard decisions
- Cross promote/merge/think globally
- Comprehensive Arts Education in Schools
- Comprehensive wrap around app. to arts education
- Deep discounting use of city facilities to arts org.
- One strong community calendar – ARTS Council is not user friendly
- Fund sustainable orgs only
- Go regional
- Adopt the Blue Ridge Mtn. of Virginia for everything
- Develop marketing strategies through the CUB
- Roanoke should be the center of the arts and cultural community in Virginia’s Blue Ridge Mountains
- Allocating funds based on attendance
- Allocate based on potential
- Thinking like a tourist destination
- Uniform marketing through the RVCVB
- Define most likely assets that will bring tourist to Roanoke
- Funding adequately to find a more balanced way to weigh each organization
- Evaluate each organization by the (rest) commitment of funds (payment in lieu of taxes)
- Coordinate programs through the Roanoke Valley Acts
- Determine funding
- Festival Planning coordinated (time, place)
- Determine funding based on potential for dollars coming to valley destination
- Festival planning coordinated (Time/place)
- Integrate art with public works/construction
- Encourage are/music in every neighborhood
- Explore opportunities for mergers





- Eliminate admission tax on nonprofits events
- CVB markets City as arts/culture destination
- Joint membership across institutions – pay one family members for year
- Building the brand by showcasing the people and organizations
- Strategically creating connections visitors experience to arts events
- Neighborhood arts investment – creative place fund
- Regional Brand (not just city)
- All demographics/neighborhoods “Know”
- Vision test all products, services, etc
- “Kill your darlins”
- Paradoxical mindset A&C and a Business
- Create operating reserves (endowments, foundations)
- Single strong community calendar web based and user friendly
- Promote events
- Write to your legislature
- Approach different organizations
- Combine efforts
- Co-operate
- Better social calendars/city magazine is unorganized and Roanoke Times doesn’t really offer more than weekly schedule.
- More collaboration-economies of partnering-joint ticketing
- Sharing resources – share CPAs legal services
- More innovation in operations-let the Regional Partnership take over marketing of Arts as they have done with the “outside”. I think they would be receptive to that idea
- Have a joint regional school arts program that can deliver arts program throughout area
- Collaborative marketing
- City Wide “Curtains up” kick off for new seasons
- Joint ticketing for all events
- Collaborate
- Support other programs
- Embrace the differences
- Public school programs with art organizations
- Create a manageable events calendar
- Working with other calendars
- Fund cultural organizations
- Coordinate festivals-clearinghouse
- Cooperative marketing
- Work together
- Develop a shared calendar
- Coordinate events
- United request for funding support from community
- Direct admission taxes towards marketing
- Minority inclusion in the arts
- Incorporate performing arts into major festivals
- Diversify the definition of “the arts” that’s presented to the public
- Central ticketing for local arts organizations
- Main cultural events calendar
- Facebook of cultural events
- Advertise with school (e/hi) level – teens have money
- Cross collaboration and cooperation
- Ask for outcomes from grant awards
- Allow arts organizations to use CC w/discount (subsidy)

- Need to work together and combine all of our resources
- Need to promote Arts and Culture better and really concentrate on getting the word out about all the positives that come with Arts and Culture
- Need to get the Community's support on all Arts and cultural Projects
- Promote value of arts culture to the community
- Work together as much as possible to cross-promote orgs.
- Seeking funding from governments in a United Way
- Establishing groups of organizations and reduce overhead
- Organizing a United fund effort to approach/involve business
- Combine marketing
- Deciding what the public wants
- Cooperative marketing
- Audience building/education
- Increased funding fro infrastructure/capital improvements
- Have a conversation about IF advocacy=impact
- Understand difference in entertainment and art
- Develop a mechanism of support for collaboration
- Encourage an environment of support for cultural organizations
- Encourage businesses to support all cultural endeavors not just one/special
- Encourage transportation agencies to develop AMTRAK for Roanoke also reliable bussing from in counties to the city and vice versa
- Incubators
- Collaborative events/programs
- "Grey box" exhibition/performance space
- Regional Financial support for agencies/institutions
- One calendar of events for the City
- Building genuine relationships/partnerships
- Attending one another's performances
- Bring Arts together-shared space for multiple art forms
- Shared administrative services for non-profits: grant writing, marketing and advertising
- Offer opportunities for youth to mix with older adults
- Fund operating of arts/cultural organizations
- Host more regional/state/national art/cultural competitions
- Merging organizations together
- Keeping a common calendar
- Desegregating cultural activities
- Expand multicultural programming
- Create single museum ticket
- Expand trolley to weekends and larger geographic area
- Exploring funding for maintaining or increasing field trips and hands on learning
- Stop preaching poverty as an excuse for laziness
- Stop Unnecessary competition/Planning
- Add capital projects in the arts
- Add city support for capital projects
- Stop duplicative projects
- Stop funding organization that consistently do not show financial stability: 1 year forgiveness; 2 year-Cut
- Stop using art organizations as tax collectors
- Stop using administrative taxes to fund art organizations
- Stop perceiving Art Council as speaking for the Art Organization
- Develop Roanoke Valley as the product brand name
- Stop spreading resources to thin
- Stop being cheap
- City should not be marketing itself
- Disjointed competitive event scheduling
- Regarding the city government as a problem
- "Entitlement" support for organizations without a tie to city/regional /states
- Failure to communicate/coordinate
- White, educated survey
- Stop staying silent
- Stop arguing
- Stop expanding programs that don't have a collaborative element
- Stop depending too much on state/government for funding
- Stop Competing festivals, better organization and timing on special events
- Stop admission tax
- Stop having so many art events that they are not inside the Taubman
- Stop myopic programming
- Stop duplicating services
- Stop excluding audiences
- Stop altering traffic patterns/closing streets
- Stop competing events-should plan year round
- 40 days and nights-art should be everyday
- Arts and Cultural groups need to stop working independently
- Curtail the long drawn out battles (example: Victory Stadium)
- Replicating cultural offerings by multiple organizations
- Reducing critical staff
- Admission tax
- Real estate tax/fee
- Pushing resources towards doubling or tripling admissions in multiple organizations
- Admission tax
- Funding organizations with limited access
- Stop funding agencies that are not in compliance with the mission or not enhancing the art offerings of Roanoke
- Admission tax
- Planning for arts/culture in "silos"
- Overlapping programs and activities
- Scheduling too many events on the same day or weekend
- Remove admission tax for museums
- Stop funding organizations that cannot maintain themselves
- Partnerships with VA Tech, Hollins, and other colleges
- Make visible art impacts on economy, and growth
- Staying on the map
- Increasing need and visibility
- Opening our doors for partnerships
- Foster collaborations
- Support education
- Build products that tie into the Blue Ridge area
- Continue being a big supporter of art/culture in the community
- Continue understanding the importance of art and culture
- 40/days/40 nights
- Continue planning for new outdoor amphitheater
- Continue improving downtown venues
- Continue teaching art and music in schools
- Continue joint planning of community events
- Continue giving city grants to non-profits



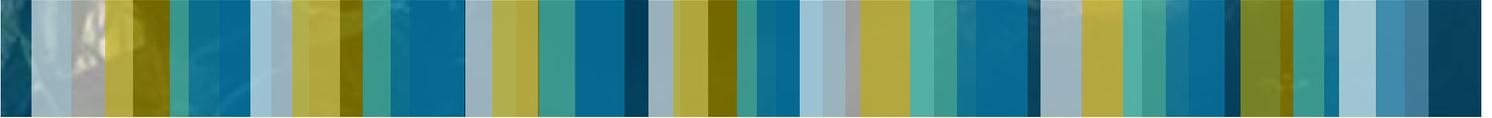
- Continue funding programs that link to young people and schools
- Continue dedicated funding
- Use the Art's Calendar
- Continue collaborations and consults
- Continue director to director collaboration
- Cooperating with groups
- Continue smaller and diverse festivals
- Continue to build interest in the arts by promoting arts in K-12
- Continue meeting to discuss ways to improve the stability of arts and culture
- Continue to encourage partnerships/collaborations
- Continue to reward those organizations that encourage partnerships/collaborations
- Continue Promoting the arts/cultural aspects of the Roanoke Valley
- Continue Public art
- Continue Supporting museum programming
- Continue Support cultural arts organizations
- Continue Meetings like 'this'
- Continue Learning Arts in the school
- Continue Collaborative programming between organizations
- Meeting with each other after the process
- Continue City grant system for art support
- Continue Support
- Continue Art council, city, county, and facilities to continue to work together
- Continue to seek out input from the community through surveys and forums
- Continue offering higher quality programming
- Continue seeking ways to collaborate
- Continue seeking ways to reduce the costs through partnerships
- Continue coordinating with local school systems
- Continue having this conversation
- Continue to offer access for local supports to include quality youth programming
- Continue collaboration: Programming/Administrative
- City continue to support culture
- Continue to encourage agencies to use CVB and RVCVB as a support making endeavors
- Continue to share services
- Continue youth programs/educational coordination
- Continue public art
- Continue collaborations
- Continue school/student programming
- Continue supporting one another
- Continue to create more opportunities to have collective/collaborative performances
- Continue grant opportunities
- Continued educational programs
- Continue providing fund to arts/cultural programs
- Continue to focus on festivals
- Continue providing great educational programs
- Continue bringing well known and talented artists to the community

- Continue meeting and providing input to local government
- Continue to collaborate and partner for programming
- Continue collaboration for administrative activities
- Continue to solicit community input
- Continue public art
- Support the struggling artists in small corporations
- Commercialize the small arts and recognize and support each other
- There are people/persons who are constantly doing “art forms,” who are never recognized in the very city-yet others come and prosper and leave. Support the artists in Roanoke from Roanoke.
- Find out and pursue and celebrate untapped talent in the city
- When events go on need to advertise better
- Advertise as one big production company
- Better use of facilities that are here by partnering with them
- Look into major and minor feature films
- Make sure all members in the community are included in the plan
- All members of the community especially older feel included
- Meet in different parts of the city
- City and Community art projects in completion
- Think outside the box
- Create a master plan that includes appropriate amphitheatre and no Elmwood Park
- Strongly consider relocating the library
- Serious look at arts education, college level, high school, and elementary school
- Look at creating an arts engine that will bring far more participation than the Taubman ever envisioned.
- Bring to the vision minority groups of artists/musicians
- More minority group entertainment establishments
- More local TV programming that is art related
- More digital/media supported by local advertisers
- Establish local business relationships with local artists
- Encourage awareness-social media
- Exhibits that reflect the nature of the region
- Community involvement through interactive programs
- Encourage participation at Taubman
- Outreach to non-art patrons
- Low price fund in addition to high price ones
- A true art festival not one that plays on pre-scheduled events
- Collaborative events –art , theater, and music
- Merchandising and advertising outreach for travel promotion
- Reach majority of community
- Appreciate how much art is being made in area
- Bring back professional theaters-MMT or another more creative use of market building-interesting old building downtown
- Promote and encourage quirky-non-institutional “arts and culture”. Not all arts and culture come from buildings, institutions. Appreciate how much library does in community.
- Create dedicated center for artists to work and display which is a showcase located downtown
- Central clearinghouse for events and general “A” and “C” events

Photo courtesy of Debbie Moore



- Promote Roanoke consistently as a city with art
- Incorporate art into market building renovations
- Art school downtown campus; photography/film festival
- Trolley showing public art
- More public art in most public areas
- Find a better venue for city owned art
- Trolley run showing public art
- More public art in most public areas
- Find better venue for city owned art
- Paying local entertainers for festivals
- Find sponsors for street performers
- Finding an effective means to celebrate and publish local achievers in the arts
- Incubator for the arts like for business
- Consolidating the arts interest that compete for funds when too numerous
- Common arts performing and events calendar so that minimize redundancy-consolidation
- Help understanding of age and income demographics capable of supporting the arts/market opportunity
- Do whatever is necessary to engage the minority population
- Set up interactive projects that make participation likely
- Advertise events more
- Have events in communities in order to expose more people to events
- Lower prices for tickets
- More public transportation
- Asking community what they want
- Use local paper to advertise
- Provide transportation for young people to attend events during school hours
- Nurture the arts
- Think creatively
- Think outside the box
- Steal good ideas
- Think destination-where do you go for culture/arts satisfaction?
- Increase funding for both infrastructure and programs
- Include arts as legislative priority
- Evaluate performance of current arts organizations, economic impact, and education
- Remove admission tax
- Form a purchase center for Arts to buy supplies, materials, etc.
- Charge new projects 1% of construction costs for public arts
- Focus funds on the “greatest impact” organizations
- Levy a 1% tax added to sales tax to support arts
- Bringing artists together
- Utilize existing talent and offer it as a voice to the city
- Bridge to national/internet resources
- Branding Roanoke as arts destination
- Support artists as small business within city
- Get involved with Art Space
- Reach out to NEA the foundation and other funding resources
- A photography and film festival with education
- Network artist with resources, non-profits, education and community
- A visiting artist program for local public schools
- Get local businesses involved with public art
- Encourage live/work spaces
- Designate an Arts and Cultural district
- Assist in reinstatement of Mill Mountain Theater
- Develop zoning, building, and tax incentives for live/work
- Start surveying the Arts and Cultural efforts statewide and nationally
- Have a hall in Jefferson Center in public building, where local framed arts rotates
- Use Civic Center sign to tell what is happening in that day
- Banners over the streets for festivals
- Mill Mountain Theater-street performance
- Select 3–4 “Focus” — Areas to Build on for Development
- Art and Culture for the next 5 to 10 years
- One design-outdoor sculpture that illustrates the Taubman
- Need some areas or focus that keeps young artists earning income from their art talent
- Set up central clearinghouse calendar of events. Need this for scheduling
- Change to support public art
- Return to ‘Art Space’
- Stop bad mouthing
- Stop not even giving artist a true chance
- Stop too many papers and recommendations to get help
- Stop judging the art and never view
- Stop working alone-you can’t do everything by yourself
- Stop paying outsiders and local volunteers
- Stop minimizing Street performances
- Stop surveys with no action
- Stop putting art in a box
- Stop making the arts seem so elite
- Don’t let lack of funding minimize the vision
- Stop paying out of town artists i.e. actors/musicians/film media
- Stop forcing the place to be artsy
- Stop charging for festivals
- Stop individual art grants
- Stop old habits like 1964 at Festival in the Park
- Stop complaining about the Taubman Museum
- Stop seeing Roanoke as down-trodden, and poor
- Stop funding redundant organizations
- Stop funding surveys, and not paying attention to them
- Stop anything without considering how art can be included: park benches; bike racks; street signs etc.
- Stop thinking of arts as segmented
- Stop nickel and diming artists
- Stop supporting competing arts and help mediate
- Kill amphitheater and other projects draining the funds that can be directed to arts
- 26. Stop thinking art is different from culture
- Stop thinking that art is only object based
- Careful about putting art in the service of commerce
- Stop taxing
- Stop letting a few make decisions for all
- Stop making events uncomfortable for people
- Stop increasing prices for events in hard economic times
- Quit thinking small
- Less process and more action
- Stop funding ineffective groups and organizations



- Stop charging admission tax
- Stop granting real-estate tax relief
- Stop funding public art and shift funds to programs until funds are greater
- Stop spreading arts all over
- Other art efforts have found that large arts districts fail
- Stop encouraging arts in high rent districts
- Stop planting female ginkgos
- Stop city logo entrance signs
- Stop putting plastic/plexi-glass over park signs
- Stop planting female ginkgos over art parks
- Stop collecting 5 ? % ticket tax or at least reduce it
- Stop seeing Roanoke as a city
- Stop harassing street performers
- Support money
- Show case local visual arts
- Meetings through nature
- Art growth in city
- Support the art in city
- Support WIFI
- Social media efforts
- Free nights of museums
- All culture events should be kept
- Educational outreach to schools
- Film festivals like shadow sox
- Greenway's support
- Farmer's Market building usage
- Forge more links with VT; Hollins University and Floyd County
- Public to market art product
- Wanting to make the City better
- Free trolley service to downtown
- Greenways
- Public art focus
- Social media; AIR; sculptures on greenway; HS bus stops; performance arts; murals for art; SAS
- Continue purchasing art
- Continue supporting art museum
- Having music outside/and encourage collaborative efforts
- Improving diversity of venues
- Supporting festivals
- Percentage for the arts
- Bringing in artists
- Using different venues for events like Jefferson Center
- Keeping artists in Sidewalk venues
- Getting youth involved and providing transportation to events
- This timeline needs to e kept perhaps beaten
- Support of arts
- Studying arts and their impact
- Display of communication with artist/community
- Public arts increased
- Art In Roanoke
- Free events
- Engaging libraries

- Sculpture along greenways
- Avenues for youth creativity
- Murals
- Performing public arts
- Community dialogue
- Access to facilities
- Provide access to transportation-freeways
- Art school in Roanoke
- Photo and film festivals
- Don't sell alcohol at festivals
- Henry Street Festival and different cultures in Roanoke are not about Henry St.-the cost to attend and location is too expensive/time of month for people on subsidies. Should take place on Henry St. and consider time of year.
- Don't create huge infrastructure
- Mural projects matching advocacy groups & businesses
- Low budget artist studios for emerging artists (perhaps through "Artspace group")
- Media Support
- More murals and small tax tax break for property owners
- 1% public art not confined to outdoor sculpture, paintings in lobbies, etc.
- Art in the airport
- Vibrant outrageous art
- Send art ambassadors to other cities/locales fund small show of Roanoke Art in other city
- Encourage partnerships between artist – environmentalists – places of faith
- Artist Co-Op, all disciplines (self supported thru memberships & other features)
- Access & resources where artists can all meet (further education)
- Communication w/other artists; tech. information, copyright, continuing education/printing info.
- Digital art kiosk in the market area
- Arts clearinghouse (funded, events, profiles/resumes)
- Outdoor exhibitions of children's art
- Role acting-performance art in schools
- Roanoke public stand-initiative from City for early art education
- Artist residency program in primary schools
- Vision statement must include it is intrinsic to all health
- Scrap exchange 501c; collaborate w/environmental and business groups
- City acting as a liason to help get artist in vacant store fronts
- Micro grants to individual artists and artist groups
- Fund projects and/or artists directly, not only thru institutions and agencies
- Public events partnered with visual arts
- Paint Park (high caliber area where any artist may contribute)
- Access for everyone; "free days"-reduced price
- Area for artists & musicians not pay to play like Kirk Ave. or Jefferson (WH & Bazaar not real venues; cut of the door to pay for space)
- City dedicate building for use of artists in heart of city; studio space for rent or purchase/workshop space for use of artist rental & for programs for artist
- Funding based on good ideas not just status; Create criteria as to who gets funding, not RFP
- More support & services for all artists alike
- Build accountability into the grand plan
- Accessibility to communicate with others & the public not necessary in a gallery (Water Heater is good example)
- Not for profit exhibition space
- More all ages music venues around town
- Non-alcoholic clubs
- Slow this process down
- Motion pictures (assistance w/funding; partnerships with city and others like Jefferson & Taubman to produce things)
- Improve infrastructure to facilitate communication and transportation downtown(parking problems)
- Don't forget architecture of the City
- Garden Clubs as key players
- Artists on every building committee
- Historic preservation
- City as a catalyst for cross collaboration and conversation
- Social events for all directors to encourage conversation
- Planning Commission has artists advisory committee
- More active on West side of the City – Use Kennedy Park
- Create an outdoor park
- No new organizations!
- Look at the whole city, not just downtown
- Identify hub in each neighborhood – build around the hub
- Invited to use Kennedy Park – Build on what you have
- Roanoke is a segregated City – Good to hear it acknowledged
- Challenge is to identify those who have things in common – Invite African American Leaders to participate in the plan
- Don't forget art teachers, music teachers, use student art, display student talent – school system is focused on the arts
- Engage African American Greek organizations
- The small for-profit arts sector, including galleries, nightclubs and other
- Venues who offer live music, dance studios, and the workshop/residences of artists, musicians and craftspeople need and deserves the city's encouragement How the city regulates, permits and taxes these entities is essential to their survival, and will encourage or discourage newcomers.
- Meet with live music venues to hear their concerns
- Controlled busking would add color to downtown, Grandin Village and other neighborhoods, as well as, provide an additional source of income for musicians and other artists.
- The city could providing easier access to public spaces for indoor and outdoor events from all corners of the for-profit and non-profit arts and music communities
- More can be done to increase the interaction between for profit and non-profit arts sectors, in addition to more cooperation within existing non-profit arts community.
- Joint ticketing, marketing and calendars should be extended to the for-profit sector as well





Taubman Museum Opening | Photo courtesy of Frederick Gusler



Photo courtesy of Frederick Gusler



Photo courtesy of Dexter Lynn Kingery

EDITORIAL FROM THE ROANOKE TIMES

Sunday, August 21, 2011

Museums, galleries, nightclubs and symphonies seek a way to complement one another rather than compete for limited funds.

When the Roanoke City Council embarked on an arts and cultural plan, it was of the mind that tax incentives and a special district would provide the needed boost for organizations large and small, for nonprofit entities and for-profit galleries.

Given that preconceived outcome, the results, then, are quite surprising.

Hundreds of voices helped to shape the plan developed by the Roanoke Arts Commission and approved on Monday by the city council. Rather than more tax money, the emerging consensus, voiced by hundreds who helped create the plan, is a desire to unite in strengthening Roanoke's cultural scene instead of competing against one another for money from the same few pocketbooks.

From museum boards to start-up galleries, from established symphonies to nightclub owners, from festival organizers to playwrights, the underlying message is that each can lift the other's boat rather than sink it.

There is a role for government, though it isn't what the council initially envisioned. The plan calls for a coordinator, perhaps someone already in the city's employ, who can devote some hours to working on ways to help arts and cultural organizations better collaborate. The post would grow to full time and be similar to the coordinator who helps to strengthen efforts initiated by neighborhood groups.

Roanoke already has a fund that it uses to dole out grants to support the arts, but city officials long to do more because they view vibrant cultural offerings as an economic tool that sets the region apart. Development of this arts plan, which will be folded into the city's comprehensive plan, continues to demonstrate that commitment.

Following through on its recommendations — to foster collaborations, enliven neighborhoods and engage people and tap into the many, varied resources through the schools, colleges, universities and organizations — will strengthen existing efforts and spur new ones.

The recommendations have an excellent chance of leaping off the page and into the community because the plan was developed by and for Roanoke by the people most invested in its success. The best part is that an effort to foster partnerships doesn't require substantial dollars, but an emerging willingness to work together. By tapping into existing treasures in developing the plan, that seed was planted.

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