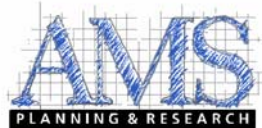


***Vision for  
Arts and Culture  
Lackawanna County, PA***

**February 2007**



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# *Executive Summary*

**This Vision for Arts & Culture in Lackawanna County is the result of input received from almost 500 people during the duration of the planning process, and as such, represents the collective direction of the county’s arts, cultural, and heritage communities and key leaders representing other sectors of the county.** The volunteer Committee members and county staff who crafted this document have intended to reflect and respond to those needs and visions identified by the community.

## **Background**

Lackawanna County formed a Council on Education and Culture in 2004 “to support Lackawanna County’s regional cultural assets - the Lackawanna County Library System, Everhart Museum and Scranton Cultural Center at the Masonic Temple”. After creation of the Council on Education and Culture, an innovative Education and Culture Fee was created to provide financial support for some of the County’s arts and cultural assets, making Lackawanna County the first in the Commonwealth of Pennsylvania to provide public funding for culture, education, and the arts. This funding stream of approximately \$1.2 million annually was the first time in county history that the arts were included as a line item in the county’s budget.<sup>1</sup>

The 1 mill Education & Culture Fee also provided for the creation of a County Office of Education and Culture, initially staffed by one full-time Executive

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<sup>1</sup> *A portion of the \$1.2 million annual Education and Culture Fee (\$750,000) was targeted to support three anchor institutions – the Scranton Cultural Center, Everhart Museum, and Lackawanna County Library System (at a level of \$250,000 each), with remaining funds targeted to make project grants available to artists and arts organizations (with a cap on awards of \$3,000 each), and to fund public art projects. In essence, the Fee was created as a vehicle to provide some financial support to the three major institutions.*



Director. The primary intent of the Office is to oversee distribution of funds deriving from the Education & Culture Fee, to advise the Commissioners on matters relating to arts and culture, and to stimulate collaboration among the county's cultural organizations and artists.

### *Use of the Education & Culture Fee*

In its first two years, the Fee has supported a number of programs and services:

- More than 150 collaborative performing and visual arts programs attended by more than 8,000 citizens
- Grants totaling some \$80,000 annually to 20 local artists and organizations
- Free technical assistance workshops for artists and arts organizations
- More than 20 grants for local performances and workshops to municipalities in the county
- Funds for an Artspace artist live/work project in downtown Scranton, and for a Mural Arts program

As a result of these efforts, Lackawanna County received the 2006 County Leadership in the Arts Award from Americans for the Arts and the National Association of Counties.

## **Vision for Arts & Culture**

As one of its next projects, the Office of Education and Culture elected to pursue a planning process to create a vision for the future of arts and culture in the county based on an assessment of community needs and opinions with respect to arts, culture, and heritage. After a national search AMS Planning & Research was selected to oversee the process with the involvement of a volunteer steering committee representing a cross-section of community leadership.

Research for the planning process consisted of **interviews** with community leaders, a **market analysis** (involving demographic and lifestyle profiles), **surveys** of arts, cultural and heritage **organizations**, a **public intercept survey** of nearly 250 residents of the County, a series of **public forums** and **Town Meetings** held throughout the county, and planning workshops with the Steering Committee.

### *Research Highlights*

Key findings from the research included:



- Community leaders stressed the need to address the long-term capital and on-going operating needs of major arts and cultural institutions (e.g., Everhart Museum, Scranton Cultural Center, Catlin House, etc.).
- Explored ways for the county’s cultural institutions to become more “relevant” to the needs and interests of the general public.
- Explored ways to leverage the county’s numerous colleges and universities, their students, faculty, and staff, as resources for the arts and cultural sector.
- Better promotion of cultural and heritage tourism to the county was another focal area
- Established a better way of providing information to residents of the county itself; leaders want to see the development of new audiences and visitors for the region’s cultural groups.
- Several discussed the need for the Office of Education and Culture to provide basic “arts council functions” for the region’s arts/cultural and heritage groups, such as convening networking opportunities, creating resource directories and other central sources for information, and serving as a spokesperson for a united cultural community.
- Almost unanimously, civic and community leaders expect this Plan to provide a forum for arts/cultural and heritage groups to work together through cooperation and, possibly, consolidation of programs and services including audience development and marketing, fundraising, and so on.

### ***The Market***

A demographic profile of the county was prepared; for comparison purposes, an overall “market area” consisting of a 30-mile radius around Scranton, was also considered. There is much similarity between the county and “market area” in terms of demographic variables typically associated with arts attendance (e.g., age, income, education). In each of these areas, however, both county and market area populations have less representation of target arts attender populations than in the state as a whole.

### ***Model Case Studies***

Five model arts councils serving similarly-sized populations (e.g., El Paso, Sarasota County, Baton Rouge, Wichita, and Fort Wayne) were selected in order to learn about their programs, services, funding sources, grant programs, and other activities. From the case studies we learned:



- Two of the model arts councils are largely united arts funds (UAF); there appears to be some relationship between a successful UAF and this particular size of market.
- Marketing programs and services are common – from on-line calendars and newsletters to cooperative audience development projects.
- Several of the councils own and/or manage cultural facilities, including arts incubators, community arts schools, galleries and performance spaces.
- Most offer some type of convening and technical assistance programs (e.g., roundtables, advisory boards, workshops, etc.) to provide a forum for arts groups to network and collaborate.
- Several administer public art programs (consisting of 1% for public art from public capital improvement projects).

### *Intercept Survey*

An “intercept survey” was conducted at eight locations/events in Scranton and Carbondale, yielding a total of 231 responses. Findings from the survey include:

- Attendance rates are similar to national norms, with 67% of respondents reporting having attended at least one professional performing arts event in the past year. In terms of art exhibits, about 44% have attended at least one exhibition in the past year.
- For 47% of the respondents, “lack of time” was the reason they did not attend cultural events, though “lack of information” was the second most often-mentioned reason at 43%.
- A series of attitudinal questions revealed that:
  - 86% believed the arts contribute to the local economy (40% “extremely,” 46% “somewhat”).
  - 82% believed it is “extremely important” for children to have arts education in schools
  - On a scale of one to 10 with 10 meaning “very important,” the respondents wanted arts/culture to rank eight out of 10 on the County’s public agenda.
- The survey sample was broadly representative of the county population:
  - 35% of respondents have children at home under age 16
  - 28 ZIP Codes were represented.





- Almost equal percentages of respondents fell into age categories 19-24, 25-34, 35-44, 45-54, 55-64, and 65 and over.

## Overall Principles

It is the intent of the Steering Committee that this Plan be “grounded” in a series of principles that underlie its creation, including:

- Ensuring **access** and celebrating **cultural diversity** as values that underlie all of the Plan’s goals and objectives.
- The Vision document is grounded in a belief that **partnerships and collaborations** will be essential aspects of its implementation. The participation of private funders, businesses and corporations, volunteers, non-profit arts and cultural organizations, local governments, colleges and universities, school and library districts and others, will be necessary for implementation of this Plan.
- The Plan seeks to **provide a platform** for arts and cultural organizations and individual artists **to work more closely together** on shared initiatives.
- From the inception, the Lackawanna County Cultural Vision has embraced the involvement of organizations and individuals involved in the region’s **heritage** institutions and programs.



## Goals

This document contains six goals (listed in no particular order of priority), each with a series of specific action-oriented objectives and, in some cases, consultant recommendations. A separate section is devoted to implementation.

<b>A. Information &amp; Audience Development</b>	<b>To improve the flow of information among the County’s cultural organizations and the public, and expand audiences and visitors for Lackawanna County’s arts, cultural, and heritage assets.</b>
<b>B. Facilities</b>	<b>To stabilize and sustain Lackawanna County’s cultural facilities.</b>
<b>C. Youth &amp; Lifelong Learning</b>	<b>To strengthen and expand opportunities for lifelong learning in arts, heritage and culture.</b>
<b>D. Individual Artists</b>	<b>To make Lackawanna County an “artist-friendly” place to live and work.</b>
<b>E. Tourism</b>	<b>To promote cultural and heritage tourism in Lackawanna County.</b>
<b>F. The Built Environment</b>	<b>Promote coordinated planning for, and the renewal of, the built environment in Lackawanna County, including art in public places.</b>
<b>Implementation</b>	<p><b><u>Funding:</u> Augment funding in support of the county’s arts, cultural, and heritage programs and organizations.</b></p> <p><b><u>Organizations &amp; Staff:</u> Provide the infrastructure and human resources required to implement the Cultural Vision.</b></p>

## Priority Objectives

The Cultural Plan Steering Committee voted on priority objectives at a planning session. The following four objectives have been identified as priorities for implementation (detailed versions of each objective are found under the specific noted goals):

### From Goal A: Information & Audience Development

- ★ Work with appropriate entities (e.g., Lackawanna County Library System, County press office, media, etc.), to identify specific shared information needs and opportunities which might include scheduling and public event calendars, resource directories, reciprocal web site links, artist slide/image registries, and so on.



- ★ Develop a cooperative audience development program involving a wide range of programs and services including work with media, schools and libraries, creation of pooled marketing databases, promotions and cross-marketing, and so on.
- ★ Work with area higher education institutions in the region and providers of services to non-profits to facilitate a full range of professional development programs for the county’s cultural organizations including shared marketing, research, and audience development efforts, collective advocacy with local and regional media for expanded coverage, and others

**From Goal B: Facilities**

This objective represented the top priority of the Steering Committee when it voted to prioritize the Plan’s recommendations.

- ★ Create a Task Force of appropriate local and state government authorities, and the appropriate non-profit partners (e.g., Order of Masons, Everhart Museum Board) to fully explore the capital and operating needs of the County’s major cultural venues (including, but not limited to, the Scranton Cultural Center, Everhart Museum, Lackawanna County Historical Society, etc.), and to determine an appropriate course of action to meet these needs, which would include consideration of a capital funding initiative to complete stabilization and renovation projects at these venues, and/or development of a stable source of operating support.

**“Goals-at-a-Glance”**

**Goal A – Information & Audience Development**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• “Information and Communication” most prominent themes in planning, and across all research methodologies: the public, artists, and all other identified stakeholders are hungering for better information on arts/cultural, heritage and educational opportunities and resources.</li> <li>• “Involving more people, more often, in more diverse ways” could be read as a second major planning theme, closely related to that of information and communication. Research findings focused on ways to engage the public – case studies in particular revealed model arts council programs in cooperative audience development.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Series of objectives to facilitate sharing information among and</li> </ul>



	<p>between cultural community, key partnership sectors, and the public. Includes working with media and pursuit of arts journalism initiatives. A priority objective calls for creation of a cooperative audience development effort. Specific programs to target students for attendance seen as longer-term effort.</p>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Office of Education &amp; Culture is seen as primary facilitator, engaging other county staff and volunteers (e.g., Public Relations, Council on Marketing), and working closely with arts/cultural groups, colleges and universities, municipal governments, businesses and hospitality industry, and regional partners.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Several objectives related to sharing information identified as priorities and short-term action steps.</li> <li>• Audience Development program is a priority objective, seen as realistic to begin within a mid-term time frame of 6-18 months.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Costs for information objectives to be determined. Much of work called for in “sharing information” objectives can be accomplished with existing county staff resources in Office of Education &amp; Culture, Council on Marketing, Public Relations, with assistance from cultural sector, colleges and universities, municipal governments, businesses and hospitality industry, and regional partners.</li> <li>• An initial investment of \$75-100,000 should be considered to establish a shared audience development program involving list analysis, acquisition, direct mail, web-based, and other promotions.</li> <li>• New professional development and training programs could be developed for \$5,000 - \$10,000 annually to engage workshop presenters, provide conference scholarships, etc.</li> <li>• Costs of an Arts Journalism initiative might be shared by local colleges/universities, state and national foundations, PA Humanities Commission and/or other state agencies, and private media companies.</li> </ul>



**Goal B – Facilities**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• Research reveals a need for capital and operating support of venues for visual and performing arts and is a critical need in the County. Two objectives were voted as priorities by the Steering Committee.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Specific objectives address mechanisms for capital and operating funding, “access grants” (e.g., rental relief), and consultant recommendations to explore ownership and operation of major venues.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Lackawanna County envisioned as “lead agency” on this goal, involving staff of Office on Education &amp; Culture and other relevant county staff members (e.g., Commissioners Office, Planning and Economic Development, etc.). Participation by state and municipal government authorities, and building ownership, as appropriate.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Objectives seen as long-term; since two are priorities, work should commence in the short-term.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• To be determined. Initial order-of-magnitude estimates suggest \$20+ million in major capital improvement needs of three to four major facilities.</li> <li>• Access grant program could be funded at level of \$50-100,000 annually to subsidize costs of renting Scranton Cultural Center and other performance venues for local non-profit organizations.</li> </ul>



### **Goal C – Youth & Lifelong Learning**

<b>Why?</b>	<ul style="list-style-type: none"> <li>Arts/culture long recognized as important ingredient of well-rounded education for young people, and increasingly acknowledged as “life-long learning” resource for all ages. Research for the Plan finds 97% of the public in favor of arts education for young people, and high interest levels in arts, culture, and heritage programs.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Objectives address opportunities with higher education providers (short-term) and longer-term development of partnerships between educators, arts groups, schools, and the community. One objective recommends development of an “Under-21 culture and entertainment venue.”</li> <li>NEIU is envisioned as playing the role of lead agency on the objectives related to school-based arts education, but others (e.g., Under - 21 club, community education, higher education initiative) will still require a lead agency and the involvement of other partners.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>Higher education institutions identified as playing a major role in this area. Other public agencies (e.g., NEIU), arts/cultural organizations, heritage program providers, involved in networking and community education recommendations.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>One short-term recommendation (higher education initiative), one mid-term objective (for arts education familiarity events), and six longer-term objectives.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Familiarity events could likely be funded for less than \$10,000; a higher education initiative could commence with minimal funding, but staff time and in-kind resources from higher education institutions and some County staff involvement necessary. Other long-term objective costs to be determined.</li> </ul>

**Goal D – Individual Artists**

<b>Why?</b>	<ul style="list-style-type: none"> <li>Artists are the logical back-bone of an arts community. Lackawanna County is well-positioned to become an “artist-friendly” place to live and work.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Programs are recommended to help artists get better exposure (e.g., technical assistance, slide registry, open studios, artist roster) and to extend successful community festivals and events with more art components.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>Lackawanna County staff would work closely with AFA Gallery representatives, festival producers, colleges/universities, and/or other partners in implementation of these objectives. County Library system should play a role in information services (e.g., slide registry, artist roster).</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>Most are identified as mid-term objectives, with more technical assistance programs as short-term.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Majority of programs could be implemented initially for a modest investment of \$25-50,000, with costs of festival and event components borne by event sponsors.</li> </ul>

**Goal E – Tourism**

<b>Why?</b>	<ul style="list-style-type: none"> <li>Lackawanna County’s rich heritage resources are already cornerstones of a cultural/heritage tourism strategy. There is an opportunity to better integrate arts/cultural programs and promotions along with the overall county-wide “Lackawanna Wonderful” brand.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Market research and marketing approaches are recommended.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>Partnerships with the hospitality industry, tourism entities, and arts/cultural groups are envisioned.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>The primary objective has been identified as a short-term effort.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>To be determined, following more in-depth conversations with partners in implementation.</li> </ul>



### ***Goal F – The Built Environment***

<b>Why?</b>	<ul style="list-style-type: none"> <li>Encourage good quality design in public development and improvement projects. Provide coordination to result in a “harmonious” environment with respect to signage, streetscapes, and so on. Pursue a public art program to stimulate further community beautification.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>Networking and coordination among stakeholders, work with county and municipal governments on development of public art ordinances.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>Volunteer-driven through Council on Education &amp; Culture committees.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>Forum for communication identified as a short-term objective; art in public places plan and ordinance as long-term initiative.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Public art program would be funded through percent-for-art ordinance. Costs for coordination likely limited to county staff time, volunteer involvement, potential for college/university student internships.</li> </ul>

### **Implementation**

A few important funding and resource initiatives should be pursued in order to make significant progress on this Plan’s agenda, and see Lackawanna County’s cultural community as a vital element in the county’s overall economic and community development efforts.

### ***Current Situation***

The Office of Education & Culture currently operates with only one full-time staff member, whereas most arts councils serving similarly-sized market areas have between eight and 12 full-time staff (from our case studies). The community is therefore faced with this vision for cultural development in Lackawanna County, but existing resources that are not adequate to address these community needs.

The Office is currently configured to serve primarily in the roles of convener, coordinator, and advisor, and as such, it can begin to make progress on objectives that don’t require significant staff time or additional funding. In order to accomplish many of the other proposals in this document, it will require additional resources.





### *Specific Implementation Objectives*

- The County’s Council on Education & Culture, and Arts Council, should be combined into a single advisory body to the Office of Education & Culture, forming issue-focused committees and Task Forces as needed.
- The Office of Education and Culture should convene an internal “agency planning” process involving staff from related county departments, to identify additional human and financial resources that might be employed to assist the Office of Education and Culture.
- Some specific recommendations regarding the County’s cultural grants program policies and procedures are offered below:
  - ⇒ The County’s funding policies should be adjusted to allow for funding of programs taking place in county-funded venues (e.g., programs taking place in Scranton Cultural Center), currently prohibited.
  - ⇒ Funding for Everhart Museum, Scranton Cultural Center, and other major venues (e.g., Historical Society) should be made available on multi-year basis, if possible, based on a formula to provide for operating support and programs. Such a “formula” might take into account overall operating budget, earned income ratio, attendance, private and/or other contributed funds leveraged, and so forth.
  - ⇒ Consideration should be given to awarding some portion of funds to major venues on a Challenge/Matching grant basis to encourage private fundraising by grantees. Strict oversight of grant awards and terms should be pursued by county staff to ensure appropriate use and leveraging of public funds.
  - ⇒ The \$3,000 cap on grant awards should be raised for non-profit arts/cultural and heritage applicants, but should remain for individual artists.
  - ⇒ The County’s Education & Culture Fee should be realigned to gradually reduce funding to the County Library as these funds are replaced and/or augmented through state funds and other means. Funds originally designated for Library programs should be re-directed to cooperative ventures and cultural plan implementation (e.g., cooperative audience development effort, additional staff in Office of Education & Culture, etc.).
  - ⇒ The County should initiate an effort to meet with ownership and management of the Scranton Cultural Center to discuss long-term plans



regarding ownership and operation of the venue. The County has a vested interest in ensuring that the expenditure of funds (which may reach \$1 million by 2008, from the annual Education & Culture Fee allocations) meets expectations regarding fiscal stewardship, leveraging private dollars, etc.

- Explore a regional arts/cultural funding source which might include formation of a special assessment district that might encompass two or more counties
- The Cultural Plan Steering Committee should play a continuing role to advocate on behalf of the Plan's goals and objectives with local governments, private agencies (such as chambers of commerce), educational institutions, and so forth.

### **Additional Information**

For additional information or to learn how you can become involved, please contact the Office of Education & Culture (Regina Peters, Executive Director), at (570) 963-6800, or by e-mail: [petersrm@lackawannacounty.org](mailto:petersrm@lackawannacounty.org).

# *Introduction*

## **Background**

Lackawanna County formed a Council on Education and Culture in 2004 to help recognize the value culture, education and the arts add to the quality of life in the region. The Council is chaired by Karen Thomas and consists of members of the boards of directors of the Everhart Museum, Scranton Cultural Center and County library system. Its mission is:

“To support Lackawanna County’s regional cultural assets - the Lackawanna County Library System, Everhart Museum and Scranton Cultural Center at the Masonic Temple. It will foster, promote and recommend collaborative and complementary programming for people of all ages in Lackawanna County.”

After creation of the Council on Education and Culture, Majority Commissioners Robert C. Cordaro and A. J. Munchak established an innovative Education and Culture Fee to provide financial support for some of the County’s arts and cultural assets, making Lackawanna County the first in the Commonwealth of Pennsylvania to provide public funding for culture, education, and the arts. Establishing this funding stream of approximately \$1.2 million annually was the first time in county history that the arts were included as a line item in the county’s budget.

The Commissioners also created a Council on the Arts in 2004. The Council, chaired by Dr. Catherine Richmond Cullen, includes an advisory council of 15 community leaders with comprehensive knowledge of the arts in the region, state and nation. Its mission is to “advocate and support high quality arts opportunities and programs for people of all ages throughout Lackawanna County” which it accomplishes through a series of goals:

1. Advise county leaders about aesthetic and arts-related issues affecting our communities.



2. Enhance communications to the general public about the arts as well as among artists and arts organizations.
3. Facilitate the delivery of the arts to underserved residents of the county.
4. Provide services for artists and arts organizations such as skills training in marketing and fundraising.
5. Establish and sustain a method of operation that enables the Council to achieve its goals and objectives.
6. Set up a formal system to award grants to artists and organizations for delivery of their services. Recommendations will be made via a panel review process.

### *Professional Staff*

The 1 mill Education & Culture Fee also provided for the creation of a County Office of Education and Culture, initially staffed by one full-time Executive Director, Regina Peters. The Director receives some additional administrative support from staff in the County's Press Office. The primary intent of the Office is to oversee distribution of funds deriving from the Education & Culture Fee, to advise the Commissioners on matters relating to arts and culture, and to stimulate collaboration among the county's cultural organizations and artists.

### *Public Funding*

A portion of the 1 mill Education and Culture Fee (\$750,000) was targeted to support three anchor institutions – namely, the Scranton Cultural Center, Everhart Museum, and Lackawanna County Library System (at a level of \$250,000 each), with remaining funds targeted to make project grants available to artists and arts organizations (with a cap on awards of \$3,000 each), and to fund public art projects. In essence, the fee was created as a vehicle to provide some financial support to the three major institutions.<sup>2</sup>

In the case of the County Library System, a reduction in state funding created a need to supplement the budget. The \$250,000 allocation<sup>3</sup> to the library was intended to support cooperative programs among the county's cultural groups. In the case of the Everhart Museum and Cultural Center, both groups received \$250,000 grants, also intended to provide public programs for the citizens of the

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<sup>2</sup> *The Commissioners were concerned that the operating situation of the Scranton Cultural Center, in particular, was precarious, and sought to provide a mechanism to provide some financial support to the SCC.*

<sup>3</sup> *As of this writing, the \$250,000 allocation has been provided annually for three cycles.*



county. Grants were also intended to leverage private fundraising at both institutions without an explicit requirement for matching funds.

### *Use of the Education & Culture Fee*

In its first two years, the Fee has supported a number of programs and services:

- Collaborative programming undertaken with support from the Education and Culture Fee resulted in more than 150 programs for county residents of all ages in 2005, with a total attendance of more than 8,000 people. All programs were free or discounted for county residents who hold library cards. The use of the Library Card as a discount card has great appeal and usage of all the assets has increased as a result.
- In its initial year, 20 local artists and arts organizations received over \$75,000 in funding for performances and workshops in a variety of areas of the arts including dance, visual art, film, playwriting, weaving, musical composition and more. In 2006, grant awards exceeded \$85,000.
- The Council on the Arts provided services to artists including free workshops addressing a variety of topics vital to artists and arts organizations.
- In addition to artists' grants, each of the 40 municipalities comprising Lackawanna County was offered the opportunity to apply for a non-competitive arts grant to provide local performances and workshops; more than 20 such grants were provided to municipalities in the county.
- Lackawanna County provided matching funds for the City of Scranton's commitment of \$125,000 for an Artspace artist live/work project being planned to energize Downtown Scranton, the county seat.
- Education and Culture Fee funding also supports a Mural Arts program in which juried artists compete to visually enhance entrances to Scranton with murals. The inaugural mural was complete in fall 2006.
- As a result of these efforts, Lackawanna County received the 2006 County Leadership in the Arts Award from Americans for the Arts and the National Association of Counties, an award which recognizes the excitement arts, culture and heritage are creating in Lackawanna County.

### **Cultural Vision & Plan**

As one of its next projects, the Office on Education and Culture elected to pursue a Cultural Plan for the County. The overall goal of the planning process was to take stock of community needs and opinions with respect to arts, culture, and heritage, and establish priorities for the expenditure of public funds. A national



search was conducted for a consultant to help guide the process and AMS Planning & Research was selected in early 2006. A volunteer Steering Committee, composed of a cross-section of community leadership, was appointed to oversee the process and provide on-going feedback and direction to the consultants.

### *Research Methodology*

AMS's research for the Cultural Plan consisted of **interviews** with community leaders, elected officials, and key individuals representing organizations and agencies whose missions were deemed to be relevant to the goals of the planning process. The consultants also visited many of Lackawanna County's arts, cultural and historic sites and facilities.

A **market analysis** (involving demographic and lifestyle profiles) was undertaken covering the primary trade area (Lackawanna County) and a 30-mile radius around Scranton. Written **surveys** were distributed to and collected from arts, cultural and heritage **organizations** from lists provided by the County's Office on Education & Culture. A **public intercept survey** involving written surveys from nearly 250 residents of Lackawanna County was undertaken by county staff members and volunteers to assist in assessing community attitudes and opinions with respect to the county's existing and future arts and culture resources.

A series of **public forums** were then held with specific interest-area groups in various areas of the county. Two **Town Meetings** were also held in different geographic areas of the county during which any and all topics relevant to the cultural plan were open for public comment.

### *Research Highlights*

Key findings from the research are summarized below:

#### ***Leadership Interviews***

A cross-section of civic and community leaders were interviewed for the Plan. Their comments focused on issues such as:

- The need to address capital and on-going operating needs of major arts and cultural institutions (e.g., Everhart Museum, Scranton Cultural Center, Catlin House, etc.). This point was expressed as a strong desire to craft a long-term solution to the funding needs of these anchor organizations, both for annual operating costs, and to solve the major capital improvement needs of the "Big 3," so to speak.



- Exploring ways for the county’s cultural institutions to become more “relevant” to the needs and interests of the general public (e.g., through creative programming, more convenient hours, and so on.).
- Ways to leverage the county’s numerous colleges and universities, their students, faculty, and staff, as resources for the arts and cultural sector, was another focal area of the interviews.
- Some comments focused on opportunities in downtown Scranton to establish and promote a “downtown arts district.” Included in this concept were opportunities for making the county an “artist-friendly” community.
- Better promoting cultural and heritage tourism to the county was another focal area of the interviews. Community leaders wanted to see arts/culture better integrated with the county’s heritage and recreational assets.
- Moreover, doing a better job of providing information to residents of the county itself was an important area of concern; leaders want to see the development of new audiences and visitors for the region’s cultural groups.
- Many discussed the influx of new residents in the overall Northeastern Pennsylvania region, and wanted to position Scranton proper as an “urban hub” for the surrounding areas.
- Several discussed the need for the Office on Education and Culture to provide basic “arts council functions” for the region’s arts/cultural and heritage groups, such as convening networking opportunities, creating resource directories and other central sources for information, and serving as a spokesperson for a united cultural community.
- Almost unanimously, civic and community leaders expect this Plan to provide a forum for arts/cultural and heritage groups to work together – through cooperation and possibly, consolidation of programs and services, including audience development and marketing, fundraising, and so on.



### *The Market*

A demographic profile of the county was prepared; for comparison purposes, an overall “market area” consisting of a 30-mile radius around Scranton, was also considered. The table below summarizes the key demographic variables associated with the county, market areas, and state populations.

<b>Variable</b>	<b>Lackawanna County</b>	<b>Scranton 30 Mile Radius</b>	<b>State of Pennsylvania</b>
2005 Estimated Population	209,379	602,411	12,415,124
2000 Population	213,295	604,016	12,281,054
Median Age	41.3	41.3	39.2
% Generation Y (5-17 yrs)	19.8%	19.6%	20.5%
% Generation X (18-34 yrs)	24.7%	25.2%	26.3%
% Baby Boomers (35-59 yrs)	25.9%	26.5%	25.9%
% Mature (60+ Yrs)	19.1%	18.3%	15.6%
Median Household Income	\$39,361	\$39,650	\$45,323
% over \$75,000	18.0%	17.6%	22.2%
% with College Degree	19.8%	17.9%	22.6%
Households with Children	29.0%	29.9%	32.2%
% Black	1.5%	2.7%	10.1%
% Asian	0.8%	0.8%	2.2%
% Hispanic (all races)	1.7%	2.2%	3.5%

As the table illustrates, there is much similarity between the county and “market area” in terms of demographic variables typically associated with arts attendance (e.g., age, income, education). In each of these areas, however, both county and market area populations have less representation of target arts attender populations than in the state as a whole.





Looking at some measures of the lifestyles of residents paints a similar picture of a population that is less “culturally-inclined” than that of the state as a whole. According to the table below, indices for cultural participation, where an index of 100 equals average propensity to engage in an activity, are somewhat lower in both the county and the 30-mile radius than in Pennsylvania. An index of 85 for “going to a museum once a year” suggests residents within the county are 15% less likely to attend museums than is the average US citizen.

Lifestyle Attribute	Scranton 30 Mile	Lackawanna County	Pennsylvania State
Belong to an Arts Association (A)	73	81	97
Go to Rock/Pop Concert (A)	81	87	94
Go to Theatre 1yr (A)	84	90	98
Go to Museum 1yr (A)	81	85	95
Go to Music/Dance Performance (A)	85	89	97

### *Model Case Studies*

In consultation with the Steering Committee we selected five model arts councils (in cities and counties) serving populations (market areas, or metropolitan statistical areas, MSAs, as defined by the US Census Bureau) of between 500,000 and 700,000 in order to learn about their programs, services, funding sources, grant programs, and other activities.

- The City of El Paso’s Museums & Cultural Affairs Department (serving a market area or MSA of 710,000) was created in 1978 (as Arts & Culture Department) and reorganized in 2005 after a Strategic Agency Plan. It’s Museums Division operates three museums (Art, Archaeology, History), with 25 full-time staff, and its Cultural Affairs Division sponsors programs in cultural funding, technical assistance, public art, and cultural tourism with a full-time staff of eight. The Department is overseen by a 13-Member Advisory Board and has an annual budget of \$3 million, of which 40% derives from the city’s hotel tax. Highlights of its programs include an annual outdoor free concert series and art exhibits at City Hall and in the airport.
- The Sarasota County Arts Council is a non-profit established in 1986 with eight full-time staff and a 23-member Board of Directors. One-third of its \$640,000 annual budget comes from membership fees. The Council sponsors a number of grant programs including funds for historic preservation projects and “Tourist Development Cultural Arts Grants” with monies from the 3% county Tourist Development Tax on accommodations. The Council is very active in the area of arts education, sponsoring an Arts Education Task Force



(involved in support and advocacy), artists in schools program, publishing an arts education resource directory, and hosting workshops and symposia for teachers and administrators exploring relationship between literacy and the arts. The SCAC also administers a 1% for public art program and numerous public programs including the annual Arts Day, smARTalk (series of lunch panel discussions), and annual arts awards. Another major focus is advocacy and marketing, through a Cultural Tourism Roundtable and regular Cultural Executives Committee meetings.

- The Arts Council of Greater Baton Rouge (Louisiana), with an annual budget of \$1.4 million and a full-time staff of nine, is best known for its Community Fund for the Arts, a united arts fund<sup>4</sup> campaign in its 20th year, raising some \$570,000 to support 12 member organizations. Its public programs include a monthly Arts Market and an annual outdoor arts festival. Education programs include management of the Community School for the Arts (classes, workshops, camps in visual, performing and literary arts, located in new downtown art center) and the School Readiness through the Arts program (reaching almost 6,000 students in three parishes). Technical assistance programs are offered in marketing and grant funding, and an on-line arts calendar is provided by the Council.
- The City of Wichita's Arts & Cultural Division was created in 1999, and has a \$2.6 million operating budget (from the city's general fund, and a 1 mill tax rate approved in 2006 for a 4-year period). The Division employs 10 full-time staff and operates city-owned arts facilities including the Wichita Art Museum, Botanica Gardens, Wichita-Sedgwick County Historical Museum, CityArts Art Center, Kansas Aviation Museum, and Mid-America All Indian Center. Its major programs include public art (1% of capital projects), grants to arts/cultural groups (some \$900,000 annually to 30 groups, plus \$1.9 million to the seven city-owned institutions), and cooperative outreach programs with public schools and local colleges. The Division also sponsors special events, festivals, and concerts including the Wichita Aviation Festival, Farm and Art Market. The Division oversees information services including networking for the city's arts community, a community arts calendar, joint marketing programs, and an on-line event calendar and cultural attractions listings.
- Arts United of Greater Fort Wayne, incorporated in 1955, is the nation's third oldest united arts fund. With 12 full-time staff and an annual budget of

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<sup>4</sup> A united arts fund is like a "United Way for the arts." There are more than 65 such entities nationally with those in the Top 10 raising from \$3 to \$12 million annually, much of it through workplace giving..



\$2.3 million, it raised \$1.1 million from 3,800 donors last fiscal year, including workplace campaigns in 40 businesses. Grants are offered for general operating support to 10 funded member groups (\$900,000 annually), and for Community Partnerships (\$45,000 annually). Arts United is also active in the area of Technical Assistance – it convenes monthly networking and collaborative meetings, offers support services (e.g., health insurance, bookkeeping) for local arts groups, and marketing and development workshops. It also owns and manages three facilities (galleries and theaters) and produces the Fort Wayne Arts Festival.

From the case studies we can summarize the following themes:

- Two of the model arts councils are largely united arts funds – there appears to be some relationship between a successful UAF and this particular size of market.
- Marketing programs and services are common – from on-line calendars and newsletters to cooperative audience development projects.
- Several of the councils own and/or manage cultural facilities, including arts incubators, community arts schools, galleries and performance spaces.
- Most offer some type of convening and technical assistance programs (e.g., roundtables, advisory boards, workshops, etc.) to provide a forum for arts groups to network and collaborate.
- Several administer public art programs (consisting of 1% for public art from public capital improvement projects).

#### *Implications for Lackawanna County*

As we see from the summary of the case studies, it is obvious that in each case, whether it is a non-profit council or office of government, the cultural entities serving similarly-sized markets are significantly better staffed (from eight to 12 full-time staff in all cases) compared to Lackawanna County's office of one.

Those involved in crafting the long-term goals and objectives contained in this document were instructed to not be constrained in their vision based on current resources. Yet, it must be clearly understood that the Office of Education and Culture, as currently configured, is not in a position to implement many (the majority) of the proposals envisioned in this document. It is, however, assumed that the Office will continue to play a convening and coordination role in marshalling other agencies and individuals to play roles in implementation. The Implementation section at the end of this document provides a further discussion of these points.



### *Intercept Survey*

An “intercept survey” was conducted at eight locations/events in Scranton and Carbondale, yielding a total of 231 responses. Findings from the survey report:

- Most respondents are long-time residents of the county, with 75% reporting residence for 10 or more years. Still, 12% have lived in the County for three years or less.
- Attendance rates are similar to national norms, with 67% of respondents reporting having attended at least one professional performing arts event in the past year. In terms of art exhibits, about 44% have attended at least one exhibition in the past year. Visitation to historic sites or history museums (at least once in the past year) was reported by about 35% of respondents, and more than 70% noted they’d attended an outdoor fair or festival in the past year. The majority of attendances and visits took place in Scranton.
- When asked where they would take visitors for a cultural experience, 29% noted the Scranton Cultural Center, followed by the Everhart Museum (18%) and Coal Mine Tour (18%).
- For 47% of the respondents, “lack of time” was the reason they did not attend cultural events, though “lack of information” was the second most often-mentioned reason at 43%. Cost of attending came in third with 29%.
- Where as 11% rate the availability of arts/cultural programs in the County as “excellent,” 35% reported only a “fair” availability of programs.
- In terms of leisure activities, movies (74%), reading (63%), and time with family (61%) were the top mentions.
- When asked about their interest in specific cultural programs, stage plays (57%), arts/crafts fairs and festivals (51%), and musical theater (49%) were the top three noted.
- A series of attitudinal questions revealed that:
  - 86% believe the arts contribute to the local economy (40% “extremely,” 46% “somewhat”).
  - 82% believe it is “extremely important” for children to have arts education in schools.
  - 75% believe it is “extremely important” for the County to support the arts in downtown Scranton, and 74% expressed the same sentiment for arts programs in other locations (e.g., neighborhoods, townships, etc.)



- On a scale of one to 10 with 10 meaning “very important,” the respondents want arts/culture to rank eight out of 10 on the County’s public agenda.
- Newspapers are the most common source of information on arts/cultural events, cited by 73% of the sample, followed by television (44%) and family/friends (37%).
- Strong interest was expressed in various options for receiving information and special offers:
  - 46% are “extremely interested” in an on-line master calendar of arts/cultural and heritage programs (and 35% somewhat interested).
  - 51% are “extremely interested” in special offers and discounts via E-mail (27% somewhat interested).
  - 45% are “extremely interested” in a sampler ticket package or combined membership to arts/cultural programs (43% somewhat interested).
- The sample was broadly representative of the county population:
  - 35% of respondents have children at home under age 16.
  - 28 ZIP codes were represented.
  - Almost equal percentages of respondents fall into age categories 19-24, 25-34, 35-44, 45-54, 55-64, and 65 and over.
  - 21% reported high school as the highest grade completed; 28% attended some college, 22% have undergraduate degrees, and 16% attended graduate school.

### *Plan Format*

As a result of input received from these meetings and the findings from consultant research, the Cultural Plan Steering Committee held a series of meetings to develop the goals, objectives, funding and implementation recommendations contained in this document. The Plan begins with goals (broadly-worded statements of intent) and objectives (strategies, tactics, and tasks by which to accomplish the goals), along with recommendations for specific implementation steps where appropriate. A subsequent section is devoted to implementation and outlines funding needs and organizational structures that will be required to implement the Plan. An appendix provides a summary of research undertaken for the planning process.

**The Cultural Vision is the result of input received from almost 500 people during the duration of the planning process, and as such, represents the collective direction of the county’s arts, cultural, and heritage communities**



**and key leaders representing other sectors of the county.** The volunteer Committee members and county staff who crafted this document have intended to reflect and respond to those needs and visions identified by the community. Volunteers involved in the planning process contributed more than one thousand hours towards the creation of the Vision. Augmented by the assistance of professional staff and consultants, this final Vision document is intended to serve as a vital blueprint for the future development of Lackawanna County's arts, cultural, and heritage assets.

# *Overall Principles*

This Vision for Arts & Culture contains a series of goals and objectives on the following pages that address specific needs and desires of the county's residents, arts community, and other stakeholders. The specific proposals in the Plan relate to sustaining and growing the county's arts and cultural "sector" and improving public access to cultural resources.

It is the intent of the Steering Committee that this Plan be "grounded" in the following principles that underlie its creation; these elements form the Steering Committee's "Vision" for the future of arts, culture and heritage in Lackawanna County:

- Ensuring **access** and celebrating **cultural diversity** are values that underlie all of the Plan's goals and objectives. Those responsible for creating this document hope that local and visiting cultural programs can contribute to the county's cultural and ethnic diversity while being accessible to people of all socio-economic backgrounds.
- The Cultural Plan is grounded in a belief that **partnerships and collaborations** will be essential aspects of its implementation. The participation of private funders, businesses and corporations, volunteers, non-profit arts and cultural organizations, local governments, colleges and universities, school and library districts and others, will be necessary for implementation of this Plan.
- The Plan seeks to **provide a platform** for arts and cultural organizations and individual artists **to work more closely together** on shared initiatives. Through partnerships amongst each other and with other sectors of the community, the Plan's objectives will be advanced, (especially, nature, parks & recreation, etc.).
- From the inception, the Lackawanna County cultural plan has embraced the involvement of organizations and individuals involved in the region's



**heritage** institutions and programs. The Plan has benefited immeasurably from the partnership between traditionally-titled “arts” groups with their “cultural” and “heritage” brethren. And in Lackawanna in particular, the county and city **Library** systems have also been instrumentally involved from the get-go (thereby bringing the “literary” community to the table as well). Where the text of this plan refers to, at different times, “arts,” or “arts and culture,” or “arts, culture, and heritage,” the reader should note that all interest areas are always implied, and language is often condensed to prevent linguistic clumsiness.

- This Plan recognizes that one of the county’s strengths is its **architectural heritage**. From office buildings in downtown Scranton to the diversity of commercial buildings and homes in small towns and neighborhoods, to the factories and mills that reflect its industrial past, this heritage can and should play a key role in Lackawanna County’s cultural and economic revitalization. In implementing its objectives, the County and its partners will make it a priority to preserve the distinctive architecture of the county’s cultural facilities and historic places and will seek opportunities to reuse vacant or neglected buildings for new venues, destinations, businesses, and residential developments.



# Goals & Objectives

## Symbols

Throughout this section of the Cultural Plan the following symbols are used to denote the various objectives:

- ★ Denotes a *priority* objective as determined by a vote of the Steering Committee. It is the Committee's intent that priority objectives be the focus of initial implementation efforts. Other objectives should be pursued as opportunities (e.g., funding sources, volunteer resources, facility developments, etc.) arise.
- Denotes other *objectives* that are no less important steps in accomplishing the stated goal under which they fall. These tasks and steps should be pursued when opportunities to assist with implementation become available.
- Used to signify a list of *specific action steps* related to the overall objective.
- ⇒ Denotes a specific *Consultant Recommendation* or *guideline* to assist in defining the objective under which it falls. These items are often advisory in nature, or tactics and strategies related to accomplishing the objective.



### Overview of Goals

The following table contains the text of each of the Plan's goals (listed in no particular order of priority) and its section devoted to implementation:

<b>A. Information &amp; Audience Development</b>	<b>To improve the flow of information among the County's cultural organizations and the public, and expand audiences and visitors for Lackawanna County's arts, cultural, and heritage assets.</b>
<b>B. Facilities</b>	<b>To stabilize and sustain Lackawanna County's cultural facilities.</b>
<b>C. Youth &amp; Lifelong Learning</b>	<b>To strengthen and expand opportunities for lifelong learning in arts, heritage and culture.</b>
<b>D. Individual Artists</b>	<b>To make Lackawanna County an "artist-friendly" place to live and work.</b>
<b>E. Tourism</b>	<b>To promote cultural and heritage tourism in Lackawanna County.</b>
<b>F. The Built Environment</b>	<b>Promote coordinated planning for, and the renewal of, the built environment in Lackawanna County, including art in public places.</b>
<b>Implementation</b>	<p><b><u>Funding:</u> Augment funding in support of the county's arts, cultural, and heritage programs and organizations.</b></p> <p><b><u>Organizations &amp; Staff:</u> Provide the infrastructure and human resources required to implement the cultural plan.</b></p>



## Priority Objectives

The Cultural Plan Steering Committee voted on priority objectives at a planning session. The following four objectives have been identified as priorities for implementation (detailed versions of each objective are found under the specific noted goals):

### From Goal A: Information & Audience Development

- ★ Work with appropriate entities (e.g., Lackawanna County Library System, County press office, media, etc.) to identify specific shared information needs and opportunities which might include scheduling and public event calendars, resource directories, reciprocal web site links, artist slide/image registries, and so on.
- ★ Develop a cooperative audience development program involving a wide range of programs and services including work with media, schools and libraries, creation of pooled marketing databases, promotions and cross-marketing, and so on.
- ★ Work with area higher education institutions in the region and providers of services to non-profits to facilitate a full range of professional development programs for the county's cultural organizations including shared marketing, research, and audience development efforts, collective advocacy with local and regional media for expanded coverage, and others.

### From Goal B: Facilities

This objective represented the top priority of the Steering Committee when it voted to prioritize the Plan's recommendations.

- ★ Create a Task Force of appropriate local and state government authorities, and the appropriate non-profit partners (e.g., Order of Masons) to fully explore the capital and operating needs of the County's major cultural venues (including, but not limited to, the Scranton Cultural Center, Everhart Museum, Lackawanna County Historical Society, etc.), and to determine an appropriate course of action to meet these needs, which would include consideration of a capital funding initiative to complete stabilization and renovation projects at these venues, and/or development of a stable source of operating support.



**Goal A: Information &  
Audience Development**

**To improve the flow of information among the County's cultural organizations and the public, and expand audiences and visitors for Lackawanna County's arts, cultural, and heritage assets.**

*Rationale*

*Need for Information*

The single most important finding of research undertaken for this plan is that "Lack of Information," in almost every form, is at the heart of what stakeholders have identified as the most important needs. Whether it be the public hungering to be better informed (i.e., 43% of intercept survey respondents cite "lack of information" as a reason for not attending more often), or arts/cultural groups realizing that knowing what each other are up to could benefit everybody (through partnerships, complementary scheduling, etc.), nearly everyone involved in this Plan's creation believes the cultural sector in Lackawanna will be more effective if the tools of the "information age" were employed.

*Audience Development*

The stakeholders involved in this Plan's creation are deeply committed to developing new audiences and visitors and participators to take advantage of the region's rich complement of arts, cultural, and heritage experiences. The cultural community believes it is imperative to do a better job of informing, inviting and welcoming the public, which means not only an Awareness Campaign, but an Action Campaign, where calendars of events lead directly to special ticket offers and incentives and opportunities to plug in your group of friends with fun cultural outings, utilizing state-of-the-art web-based e-mail offers and ticketing options.

*Professional Development*

Throughout the nation both non-profit organizations and commercial businesses are exploring partnerships and "shared service" initiatives amongst themselves and between each other and sectors of the community. Education, human services, and government partnerships abound in service of economic and community development, based on recognition of common concerns and opportunities. In many ways, the overall cultural plan is recognition of the need for arts and cultural groups to join efforts.



A few other issues related to this goal that are important to note are:

- Lackawanna County has recently been experiencing an influx of, and expects to welcome even more, new residents in the years to come. People moving to the area include new immigrant populations, recent retirees, and families leaving New Jersey and New York suburbs for the relative affordability of Northeastern Pennsylvania. Audience development efforts should take into account this new target population segment.
- As will be noted more explicitly in the Implementation section, the Office of Education & Culture is not currently configured to implement many of these recommendations. The office is envisioned as currently providing a coordination and convening role – it can likely pursue some basic functions related to better flow of information. But, in order to play a meaningful role in the creation of an Audience Development initiative, the office will require significantly more human and financial resources. Until that time, it is hoped that other stakeholders (e.g., Council on Marketing, County’s Press Office, city agencies, higher education institutions, etc.) can be involved in early plans for audience development efforts.

In summary, this goal contains general and specific strategies for improving the flow of information, providing support services, and undertaking audience development efforts in Lackawanna County.

**Key to Objective Symbols:**

- ★ - Priority   • - Other   ➤ - Action Step (Part of List)  
 ⇒ - Consultant Recommendation or Implementation Step

**Objectives**

- ★ Work with appropriate entities (e.g., Lackawanna County Library System, County press office, media, etc.) to identify specific shared information needs and opportunities which might include:
  - Scheduling and public event calendars
  - Resource directories
  - Reciprocal web site links
  - Artist slide/image registries
  - Booking agency services for performing, literary and other artists
- ★ Develop a cooperative audience development program involving:
  - Working with school and library districts, county government, tourism and business agencies, colleges and universities, and other partners.



- Work with local and regional newspapers and other print media (e.g., visitors guides, etc.) to develop cultural calendars and special pull-out sections/issues.
- A central marketing database and pooled mailing list.
- Permission-based e-mail lists and web-based attendance incentives (modeled on similar efforts such as that sponsored by the Greater Philadelphia Cultural Alliance – see below).
- Promotions, coupons, and other attendance incentives.
- Cross-marketing at cultural events.
- Collaborative prospecting for new arts attendees (name acquisition).
- Public information programs (e.g., master calendar, arts Hotline, etc.).
- Shared advertising and cross-over marketing (e.g., bartered program advertisements).
- Corporate partnership program (involving ticket distribution and sponsorships).
- Co-promotions, packaging, and tourism marketing.
- Marketing technical assistance programs (workshops and consultancies).
- Market research.
- A strategic use of regional WWW sites for promotion.
- A targeted marketing initiative to reach Gen X and “Gen Next” (i.e., those in their 20s and 30s) through custom market research (such as focus groups), attendance incentives, special programs and social components of attending (receptions, parties, etc.) and Internet-based e-mail invitations and offers (building on existing efforts, such as First Fridays, rooftop parties, etc.).
- Short-notice ticket distribution through sponsor e-mail lists, affinity organizations, etc (e.g., Tix @ Six program).

**Sidebar:** The Greater Philadelphia Cultural Alliance is engaged in a “Campaign for Culture” involving efforts to increase attendance, awareness, and institutional capability.

Components of the campaign include an online events calendar, permission based e-mail, a media campaign (with humorous and creative imagery), co-op advertising, market research, a mailing list cooperative, and training for cultural groups. The web site PhillyFunGuide.com features regular special offers targeting suburban families and 18-35 year olds. More than 50,000 individual signed up for e-mail offers during the campaign’s first six months.





- ★ Work with higher education institutions in the region and providers of services to non-profits to facilitate a full range of professional development programs for the county's cultural organizations including:
  - Shared marketing, research, and audience development
  - Collective advocacy with media for expanded coverage
  - Access to statewide and regional offerings (by nonprofit support and service providers)
  - Development of helpful resources such as media list, service business directories (e.g., equipment rentals), etc.
  - Exchange newsletters
  - "Meet the Press" and other workshops
- Coordinate on-going forums (meetings, workshops, etc.) for arts, cultural, heritage, and other related organizations to convene for networking and professional development opportunities.
- Work with local print and broadcast media to develop ways to expand arts/cultural event information and coverage, which might include:
  - Regular meeting opportunities and "meet-the-press" workshops
  - Shared advertising and public relations resources
- Explore development of an "Arts Journalism Initiative" working with Lackawanna County's institutions of higher education and arts/cultural organizations, state government offices, and private funders and resources, which might include:
  - Symposia and conferences
  - Special internships, degree programs, credit opportunities
  - Joint faculty/community appointments in media studies, journalism
  - ⇒ Look to discontinued Pew Charitable Trust-funded Arts Journalism Project at Columbia University as possible model
  - ⇒ Consider Des Lee Collaborative Vision in St. Louis as a model for an endowed "shared faculty" program
- Explore and promote regional approaches by working with appropriate regional government, non-profit, and private sector organizations and representatives to cooperate regionally on any and all appropriate recommendations in this plan, including cultural tourism, bi-county (Lackawanna and Luzerne) shared services and marketing, and other opportunities.



- Create targeted audience development initiatives to improve access to arts and cultural resources by the region’s school students, from elementary through college, including:
  - cultural event information through electronic mail and posters at school site bulletin boards
  - develop complimentary “sponsored” ticket programs for students
  - create new (repeat) attendance incentives through existing educational programs (such as discount tickets for family and friends)

**“Goal-at-a-Glance”**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• “Information and Communication” most prominent themes in planning, and across all research methodologies: the public, artists, and all other identified stakeholders are hungering for better information on arts/cultural, heritage and educational opportunities and resources.</li> <li>• “Involving more people, more often, in more diverse ways” could be read as a second major planning theme, closely related to that of information and communication. Research findings focused on ways to engage the public – case studies in particular revealed model arts council programs in cooperative audience development.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Series of objectives to facilitate sharing information among and between cultural community, key partnership sectors, and the public. Includes working with media and pursuit of arts journalism initiatives. A priority objective calls for creation of a cooperative audience development effort. Specific programs to target students for attendance seen as longer-term effort.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Office of Education &amp; Culture is seen as primary facilitator, engaging other county staff and volunteers (e.g., Public Relations, Council on Marketing), and working closely with arts/cultural groups, colleges and universities, municipal governments, businesses and hospitality industry, and regional partners.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Several objectives related to sharing information identified as priorities and as short-term action steps.</li> <li>• Audience Development program is a priority objective, seen as realistic to begin within a mid-term time frame of 6-18 months.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Costs for information objectives to be determined. Much of work called for in “sharing information” objectives can be accomplished with existing county staff resources in Office of</li> </ul>





	<p>Education &amp; Culture, Council on Marketing, Public Relations, with assistance from cultural sector, colleges and universities, municipal governments, businesses and hospitality industry, and regional partners.</p> <ul style="list-style-type: none"><li>• An initial investment of \$75-100,000 should be considered to establish a shared audience development program involving list analysis, acquisition, direct mail, web-based, and other promotions.</li><li>• New professional development and training programs could be developed for \$5,000 - \$10,000 annually to engage workshop presenters, provide conference scholarships, etc.</li><li>• Costs of an Arts Journalism initiative might be shared by local colleges/universities, state and national foundations, PA Humanities Commission and/or other state agencies, and private media companies</li></ul>
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**Goal B: Facilities****To stabilize and sustain Lackawanna County's cultural facilities.***Rationale*

The history of no local/county government operating support for cultural facilities has meant the County's arts venues struggle to address deferred maintenance and overall capital improvement project needs. The on-going operating funding needs for building occupancy, staff and programs, often mean capital projects, unless funded privately, do not get accomplished. The County's two primary spaces for the display and performance of the arts (other than at local colleges and universities), the Scranton Cultural Center and Everhart Museum, represent the epitome of this situation with combined capital project needs that are difficult to fund through private donations alone.

The need to provide capital and on-going operating support for these venues to ensure their sustainability and to enable them to thrive and better serve the public, emerged as the number one priority through interviews with community leaders in the County.

*The Case of the Scranton Cultural Center*

The case of the Scranton Cultural Center, in particular, is complex. Ownership of the building is retained by the Order of Masons, and yet the building serves as one of the primary spaces for performing arts in the county. Lackawanna County, through its Education and Culture fee, has already contributed some \$500,000 toward operations at the building, and by 2008 that figure is likely to exceed one million dollars. An investment of this magnitude by the County warrants some degree of oversight into the Center's management and operating structure.

There are some involved in this Plan's creation who have suggested pursuing a new performing arts center development, believing that the ownership and management structure at the SCC is too cumbersome to ever serve as a true performing arts center for the community. Yet, the Steering Committee overseeing this Plan's creation voted as its top priority an effort to provide long-term capital and operating funds to the county's primary cultural venues. This goal and its top priority objective represent a critical juncture for the county to determine if its provision of funding can leverage changes in the ownership and/or operating structure of the Cultural Center. It is intended to be a catalyst for discussions among the key stakeholders to resolve what is often a frustrating situation for the county's arts community and patrons.


**Key to Objective Symbols:**

- ★ - Priority   • - Other   ➤ - Action Step (Part of List)  
 ⇒ - Consultant Recommendation or Implementation Step

**Objectives**

- ★ Create a Task Force of appropriate local and state government authorities, and the appropriate non-profit partners (e.g., Order of Masons) to fully explore the capital and operating needs of the County's major cultural venues (including, but not limited to, the Scranton Cultural Center, Everhart Museum, Lackawanna County Historical Society, etc.), and to determine an appropriate course of action to meet these needs, which would include consideration of a capital funding initiative to complete stabilization and renovation projects at these venues, and/or development of a stable source of operating support.
  - ⇒ Development of a stable source of multi-year operating support for the County's major cultural venues would allow venue operators to concentrate existing and additional resources into programming and marketing areas.
  - ⇒ A capital funding initiative might consist of a bond issuance in support of one-time major capital improvement projects, and/or formation of a Regional Asset District or some other mechanism. Initial projections indicate total capital needs in the range of \$12-20 million (which would allow for completion of planned and needed renovations at the Everhart Museum [\$1-2 million] and Scranton Cultural Center [\$10 million] and an allowance for other possible projects to be identified and quantified)<sup>5</sup>.

Other financing mechanisms might include a Challenge Grant between the private and public sectors (e.g., like the Columbus Challenge in Columbus, Georgia, where the Bradley Turner Foundation provided a \$25 million challenge grant to the community to stimulate matching public dollars through a vote of the population to raise the sales tax).

- *Consultant Recommendation:*  
 A conversation about potential public funding and/or ownership of facilities should take place with appropriate entities including state, county and local government officials, private facility owners, and other partners (e.g., Order

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<sup>5</sup> *There has been no formal inventory of capital improvement needs other than these initial estimates. The total amount of funding for capital projects needs to be determined.*



of Masons) as appropriate. The situation with the Scranton Cultural Center is particularly complex, involving government entities and the private, non-profit Order of Masons. Any provision of public funding for capital or operating costs at the SCC should also involve discussions about long-term operation and ownership of the venue. Likewise with the Everhart Museum, should additional capital and/or operating dollars be provided to the organization, a discussion about potential integration of the Museum with the County Library system (as one option) should be facilitated.

➤ *Consultant Recommendation:*

Work with appropriate building ownership and union authorities in an effort to address high costs of utilizing the Scranton Cultural Center which might include labor rate discounts for local non-profit organizations.

- Identify a funding source for “access grants” to subsidize rental costs (e.g., “rental relief”) of performance facilities in the County (thereby encouraging more local usage of facilities which otherwise might be cost prohibitive for cultural organizations).
- Explore opportunities to utilize historic buildings for arts facilities including galleries, artist housing, performance and support spaces, and so on.

**“Goal-at-a-Glance”**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• Research reveals need for capital and operating support of venues for visual and performing arts is a critical need in the County. Two objectives voted as priorities by the Steering Committee.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Specific objectives address mechanisms for capital and operating funding, “access grants” (e.g., rental relief), and consultant recommendations to explore ownership and operation of major venues.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Lackawanna County envisioned as “lead agency” on this goal, involving staff of Office on Education &amp; Culture and other relevant county staff members (e.g., Commissioners Office, Planning and Economic Development, etc.). Participation by State and municipal government authorities, and building ownership, as appropriate.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Objectives seen as long-term; since two are priorities, work should commence in the short-term.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• To be determined. Initial order-of-magnitude estimates suggest \$20+ million in major capital improvement needs of three to four major facilities.</li> </ul>



	<ul style="list-style-type: none"><li>• Access grant program could be funded at level of \$50- \$100,000 annually to subsidize costs of renting Scranton Cultural Center and other performance venues for local non-profit organizations.</li></ul>
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## Goal C: Youth & Lifelong Learning

### To strengthen and expand opportunities for lifelong learning in arts, heritage and culture

#### *Rationale*

In the public intercept survey undertaken for this plan, 97% of respondents noted it is important for young people to have access to arts education. In fact, when asked how county funds for education and culture should be targeted, two of the top four priorities were youth programs and arts education. The intent of this goal is to ensure that arts, culture, and heritage education programs are supported and made accessible to members of the public.

Thanks to the Northeastern Educational Intermediate Unit (NEIU), and in particular, its Curriculum Department with a wide range of arts programs and services, Lackawanna County is blessed with one of the nation's strongest providers and facilitators of in-school arts education programs. It is the vision of the Steering Committee that this Plan provide a platform for expanded relations between the NEIU, the county's public school districts and its arts, cultural, and heritage organizations, individual artists, supporters and advocates.

The majority of objectives proposed under this goal are understood to be the domain of the NEIU. Others, such as those calling for a Higher Education initiative of a safe venue for the under-21 crowd, may be pursued by a variety of partners, with the Office of Education & Culture in a convening and coordination role.

In addition to arts education opportunities for the county's young people this goal contains an objective related to expanding and strengthening community-based arts and heritage education. In the development of this goal and its objectives, attention has been paid to a national trend regarding an increase in participation in adult and community-based education programs. Partly due to the aging of the Boomer generation, retirements, and the accompanying "empty nester" syndrome, adults are returning to public schools, colleges and universities for educational experiences. (One extreme example of this trend is the development of retirement housing on college campuses where residents, often alumni, can audit courses and remain "intellectually [and culturally] active" in their retirement years).

Many arts and cultural organizations across the country have also seized upon this trend and are using educational programs as a marketing approach. In Des



Moines, “Broadway University” incorporates group attendance at touring musicals with pre- and post-show lectures and discussions. The social aspects of the program, often involving spouses and close friends, also serves to position the arts as a fun, social, and learning leisure experience. Arts organizations in Lackawanna County have also developed community education opportunities. It is the intent of this Goal, and particularly the objective related to community education, to expand access to these programs and ensure their continuance.

**Key to Objective Symbols:**

- ★ - Priority • - Other ➤ - Action Step (Part of List)  
⇒ - Consultant Recommendation or Implementation Step

**Objectives**

- Create a Higher Education Initiative in Lackawanna County to bring to bear the resources of colleges and universities and create greater opportunities and synergies between the cultural and educational sectors, which might include:
  - Internships and other instructional opportunities
  - Provision of in-kind services
  - Joint faculty/artistic appointments
  - Service learning opportunities
  - Attendance incentive programs for students at community events
  - Attendance incentives for the public at college and university events
- Working with NEIU and other appropriate entities, establish a series of “familiarity” events and materials to link the county’s arts and cultural program providers with schools, including:
  - Without duplicating resources, an arts education database and resource directory (for distribution to teachers, PTA contacts, the media, librarians, etc.)
  - An Arts Education resource fair to showcase assembly, residency, and other “enrichment” opportunities
- Work with appropriate government, non-profit, and private sector partners (e.g., Lackawanna County Library System, and others) to develop a safe “Under-21” cultural/entertainment venue in Lackawanna County as a forum for young peoples cultural expressions in the visual, performing, and literary arts.
- Explore provision of incentives to encourage expanded educator attendance and participation in community-based arts/cultural events and programs, such as credit for Act 48 Hours, etc.



- Strengthen and expand cooperation between arts/culture and heritage organizations and community-based youth-serving organizations (e.g., Scouts, YMCA, Boys and Girls clubs, etc.) in providing opportunities for young people to be involved (both on- and off-site) in cultural activities and programs.
- Work with appropriate partners to expand student/public interface opportunities:
  - Student art exhibits in public spaces (events center, libraries, etc)
  - Scholarships and awards programs
  - Concerts, appearance at festivals, etc.
- Adult and community education programs should be seen simultaneously as audience development opportunities. Work with partners to expand opportunities for community arts education programs including:
  - inter-generational community-based arts classes
  - coordinated scheduling of arts and cultural classes to facilitate concurrent attendance by younger students and parents
- Work with NEIU and other appropriate partners to explore the creation of a Regional Arts & Cultural Education Network to undertake a series of arts and cultural education initiatives, including:
  - Organizing a public advocacy campaign involving private sector leadership, arts and cultural organization board members, artists and concerned citizens with regional school districts, for consistent, high quality arts and cultural education programs (e.g., minimum contact hours, credentialed specialists, curriculum integration, etc.).

**“Goal-at-a-Glance”**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• Arts/culture long recognized as important ingredient of well-rounded education for young people, and increasingly acknowledged as “life-long learning” resource for all ages. Research for the Plan finds 97% of public in favor of arts education for young people, and high interest levels in range of arts, culture, and heritage programs.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Objectives address opportunities with higher education providers (short-term) and longer-term development of partnerships between educators, arts groups, schools, and the community. One objective recommends development of an “Under-21 culture and entertainment venue.”</li> <li>• NEIU is envisioned as playing the role of lead agency on the objectives related to school-based arts education, but others (e.g.,</li> </ul>





	Under 21 club, community education, higher education initiative) will still require a lead agency and the involvement of other partners.
<b>Who?</b>	<ul style="list-style-type: none"> <li>Higher education institutions identified as playing a major role in this area. Other public agencies (e.g., NEIU), arts/cultural organizations, heritage program providers, involved in networking and community education recommendations.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>One short-term recommendation (higher education initiative), one mid-term objective (for arts education familiarity events), and six longer-term objectives.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>Familiarity events could likely be funded for less than \$10,000; a higher education initiative could commence with minimal funding, but staff time and in-kind resources from higher education institutions and some County staff involvement. Other long-term objective costs to be determined.</li> </ul>



## Goal D: Individual Artists

### To make Lackawanna County an “artist-friendly” place to live and work.

#### *Rationale*

Improving working and living conditions for visual and performing artists can only help to foster what Richard Florida would call the region’s “creative economy,” and lead to further attraction of young entrepreneurs, workers, and a vital creative scene. In one such example of this trend, the City of Paducah, Kentucky, has pursued an “artist relocation project” by actually recruiting artists to live in the community with offers of housing incentives, believing there is much to be gained by having an active artist community. From the intercept survey conducted for this Plan, we learned that 86% of respondents believe that arts/culture contributes to the local economy – a sign that members of the general public have come to the same conclusion as community leaders in Paducah and other “creative economy” cities.

Lackawanna County has initiated efforts in this area, through its pursuit of an ArtSpace live/work project, and through the growing success of the First Fridays event – a “movable feast” of gallery exhibits. This goal speaks to other support services for individual artists, and a series of programming ideas, in order to continue these initial efforts and make Lackawanna County an “artist-friendly” community.

#### **Key to Objective Symbols:**

- ★ - Priority • - Other ➤ - Action Step (Part of List)  
⇒ - Consultant Recommendation or Implementation Step

#### *Objectives*

- Build on the success of the County’s various festivals and First Fridays program through “extension” of the program and brand, including:
  - Arts components integrated into festivals (e.g., Festa Italiana could feature a “pasta art contest” for kids and adults, a Commedia dell’Arte performance showcase, Madonnari Italian sidewalk chalk artists, etc.)
  - Art purchase incentive and education programs
  - Expanded trolley service to other areas in the county (e.g., Carbondale)
  - Providing an Arts Information Booth at area festivals to promote the region’s arts, cultural, and heritage offerings



- Explore creation of an “Artist Roster” (e.g., booking agency) to serve individual performing artists (e.g., musicians for private lessons and/or special events, portrait and caricature artists, etc.).
- Explore creation of a county-wide Open Studios tour program.
- Develop a range of technical assistance and marketing programs to meet the needs of individual artists in the county:
  - Identify and secure space for on-going and temporary exhibitions, artist studios, and sales galleries
  - Work with chambers of commerce to facilitate business showcase of county-based artists and art rental (loan) program
  - Work with real estate industry professionals (e.g., realtors, developers, decorators, etc.) to promote sales by local artists
  - Offer “buy direct” seminars about art purchase opportunities at area fairs, high school exhibits, libraries, and other “discount” outlets
  - Host meet-the-artist receptions, lectures, openings, and other public programs at libraries and other public and private spaces
  - Integrate artist-in-residence program at farmers markets and other non-traditional public event settings
- Work with appropriate partners to create a database and slide/talent registry of individual artists, artist-membership guilds, and organizations in Lackawanna County.

**“Goal-at-a-Glance”**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• Artists are the logical back-bone of an arts community. Lackawanna County is well-positioned to become an “artist-friendly” place to live and work.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Programs are recommended to help artists get better exposure (e.g., technical assistance, slide registry, open studios, artist roster) and to extend successful community festivals and events with more art components.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Lackawanna County staff would work closely with AFA Gallery representatives, festival producers, colleges/universities, and/or other partners in implementation of these objectives. County Library system should play a role in information services (e.g., slide registry, artist roster).</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Most are identified as mid-term objectives, with more technical assistance programs as short-term.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Majority of programs could be implemented initially for a modest investment of \$25-\$50,000, with costs of festival and</li> </ul>



	event components borne by event sponsors.
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## Goal E: Tourism

### To promote cultural and heritage tourism in Lackawanna County

#### *Rationale*

When the 1998 White House Conference on Tourism identified “Cultural Tourism” as a high-growth and high-potential area, communities across the nation began brainstorming programs and promotions to lure cultural tourists, a decidedly upscale travel segment. Cultural tourism has been defined as “based on the mosaic of places, traditions, art forms, celebrations, and experiences” that define an area. According to a survey conducted by the Travel Industry Association of America, one-third of all adult U.S. travelers included either a visit to an historic place or cultural event on their itineraries. Research has documented the facts that cultural and heritage visitors spend more, stay longer, are more likely so stay in lodging, use air travel, shop, and pursue “shoulder season” (e.g., often spring and fall visits falling outside of typical peak travel months) visits than the average traveler and are a growing segment of the US travel market.

Cultural tourism is routed in attractions and secondary diversion activities. To attract and sustain tourism requires both attractive destinations and enumerable traveler amenities as part of the “built environment.” The amenities may include signage, travel information kiosks, historic markers, and “curb appeal” elements that improve the area’s image and aesthetics.

Besides programs to serve and attract residents of the region (as described in Goal A – Information & Audience Development), this goal addresses the tremendous opportunity facing Lackawanna County to build on its base as a heritage (and cultural) tourism destination.

#### **Key to Objective Symbols:**

- ★ - Priority   • - Other   ➤ - Action Step (Part of List)  
 ⇒ - Consultant Recommendation or Implementation Step

#### *Objectives*

- Initiate an effort with the region’s convention and visitors bureaus, local governments and other partners to spearhead a cultural (and heritage) tourism initiative consisting of:



- Inventorying ethnic and other festivals and special events which might be the focus of cultural/heritage tourism programs
  - Identifying relevant partners from the tourism, hotel/motel, restaurant, retail, and cultural sectors
  - Identifying target visitor segments (e.g., conventioners and spouses, group and individual travelers) and local attractions and events for promotion
  - Recommended cultural “itineraries” including architectural walking tours, recreational opportunities and other activities
  - Signage and way-finding
  - Familiarity tours and programs for hotel and other hospitality industry staff (building on LHVA’s Ambassadors program)
  - Research the development of lodging/event packages and other promotional vehicles (e.g., advertising, brochures, direct mail campaigns, concierge training and “familiarity” tours, etc.)
- Work with the county’s tourism, planning, and economic development entities and boards for inclusion of arts, cultural, and heritage assets in tourism marketing and infrastructure projects.

**Goal-at-a-Glance”**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• Lackawanna County’s rich heritage resources are already cornerstones of a cultural/heritage tourism strategy. There is an opportunity to better integrate arts/cultural programs and promotions along with the overall county-wide “Lackawanna Wonderful” brand.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Market research and marketing approaches are recommended.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Partnerships with the hospitality industry, tourism entities, and arts/cultural groups are envisioned.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• The primary objective has been identified as a short-term effort.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• To be determined, following more in-depth conversations with partners in implementation.</li> </ul>



## Goal F: The Built Environment

### Promote coordinated planning for, and the renewal of, the built environment in Lackawanna County, including art in public places.

#### *Rationale*

The architecture, real improvements, landscaping and development, as well as the amenities, in the geographic locale are collectively known as the “built environment.” A desired outcome of the Plan is to encourage good quality design in public development and improvement projects. Well-designed facilities and public spaces can inspire local residents and serve as a tool for public education in art and design, and to make the community more attractive for residents and tourists, businesses and artists.

County and municipal planners and engineers are responsible for ensuring that public buildings, parks, and infrastructure function effectively and serve community needs. In many instances, the aesthetic design and details of these public improvements are beyond the authority (and sometimes expertise) of their reviews. This goal is intended to provide coordination and an overview approach in this area, to result in a “harmonious” environment with respect to signage, streetscapes, and so on. The goal should reflect the essential role that the arts and cultural community should take in ensuring that these projects enhance the appearance of the county’s public spaces by preserving neighborhood architectural character, incorporating quality design and materials.

Establishment of a dedicated art-in-public-places program, another objective under this goal, might involve murals, sculpture, and artist-designed, public infrastructure projects such as sewer covers, benches, and light poles, and could involve incorporating artists on planning and architectural teams.

#### *Objectives*

- Establish an effective and ongoing forum to discuss cultural plan elements requiring environmental improvements and assure those requirements reach the appropriate organizations involved in the design and planning stages.
- Document the key elements of the cultural plan’s marketing and tourism objectives in coordination with existing organizations and resources, and assess the ability of the built environment to support the plan. Assure sufficient *information* regarding built environment projects reaches the



cultural and arts planners in a timely and useful manner. Ensure the County's Comprehensive Plan and this Cultural Vision are cross-referenced and coordinated.

- Align amenities to the needs of various targeted market segments, be these local, regional or national target markets.
- Work with the Pennsylvania Humanities & Museum Commission to undertake a Cultural Resources Survey in Lackawanna County.
- Work with county and city governments to develop an art in public places ordinance and plan.
  - ⇒ Typically, such a municipal ordinance can apply to public expenditures (e.g., city capital improvement project budgets) and/or private developer fees. A logical first step would entail the passage of a public ordinance; the ordinance could include a resolution encouraging (but not requiring) private developers to identify opportunities for the incorporation of art in public places into their buildings, public plazas, and so forth. The Office on Education & Culture could encourage the establishment of a committee to work with such developers in providing lists of recommended artists (for involvement with architect and design teams) or for discussions on art-in-public-places program priorities for installations of public art in private developments.

A public percent-for-art ordinance typically provides between 1% and 2% of capital improvement project budgets for the commissioning, fabrication, and maintenance of art in public places (such as murals, sculptures, and public infrastructure). Administration of the program would be the domain of a governmental entity such as Lackawanna County, which would establish peer review panels to issue requests for proposals, sponsor competitions, and select artists and artworks. Review panels should include representation from arts and design professionals (e.g., architects, artists, engineers), county/city staff (from related departments such as public works), and at-large members representing the community. It is also preferable that representatives of specific neighborhoods in which artworks might be located be involved in the selection process.

- ⇒ The public art plan would consist of a comprehensive set of program guidelines relating to selection policies and procedures, goals of the program (e.g., that any art in public places program prioritize artworks that somehow relate thematically to Lackawanna County's heritage), and other related county policies (e.g., such as relating to gifts of artworks, purchase of copyrights).





⇒ Consideration should be given to issues including:

- processes for community involvement and public education
- maintenance and ADA compliance
- design review processes and program evaluation
- inventory and documentation of collection
- it may be stated as a priority, though not a requirement, that the public art program will work with Northeastern Pennsylvania artists so that they have opportunities for public commissions and so that the county’s collection reflects and represents the excellence of local work.

**“Goal-at-a-Glance”**

<b>Why?</b>	<ul style="list-style-type: none"> <li>• Encourage good quality design in public development and improvement projects. Provide coordination to result in a “harmonious” environment with respect to signage, streetscapes, and so on. Pursue a public art program to stimulate further community beautification.</li> </ul>
<b>How?</b>	<ul style="list-style-type: none"> <li>• Networking and coordination among stakeholders, work with county and municipal governments on development of public art ordinances.</li> </ul>
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Volunteer-driven through Council on Education &amp; Culture committees.</li> </ul>
<b>When?</b>	<ul style="list-style-type: none"> <li>• Forum for communication identified as a short-term objective; art in public places plan and ordinance as long-term initiative.</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• Public art program would be funded through percent-for-art ordinance. Costs for coordination likely limited to county staff time, volunteer involvement, potential for college/university student internships.</li> </ul>



## Implementation

**Funding: Augment funding in support of the county's arts, cultural, and heritage programs and organizations.**

**Organizations & Staff: Provide the infrastructure and human resources required to implement the cultural plan.**

### *Rationale*

During the process of creating this Cultural Plan, careful attention has been paid to making the objectives pragmatic, opportunistic, and achievable. A variety of partnerships and methods to work more cohesively are proposed in anticipation of a more unified and sustainable arts community. A few important funding and resource initiatives should be pursued in order to make significant progress on this Plan's agenda, and see Lackawanna County's cultural community a vital element in the county's overall economic and community development efforts.

### *Current Situation*

As was noted earlier, the Office of Education & Culture currently operates with only one full-time staff member, with additional support from the county's Press Office. As we saw from the model case studies with other arts councils serving similarly-sized market areas, each has between eight and 12 full-time staff devoted to arts/cultural programs and services (some have even more when the municipal office also operates museums and/or other cultural venues). The community is therefore faced with a dilemma – having crafted a vision for cultural development in Lackawanna County, as embodied in this document, the current resources are not adequate to address what the community has indicated it needs and wants.

The Office is currently configured to serve primarily in the roles of convener, coordinator, and advisor, and as such, it can begin to make progress on objectives that don't require significant staff time or additional funding (e.g., several objectives in the Information & Audience Development goal related to disseminating information).

In order to accomplish many of the other proposals in this document, it will require additional resources. There is significant precedent for the growth of arts councils after completing cultural assessments and plans; in Oakland, California, an office of three full-time staff grew to almost 12 positions following an extensive cultural planning effort.



The objectives that follow provide a process to proceed with implementation of this Plan including an internal planning effort among county departments to identify additional human and financial resources that might be employed to assist the Office of Education and Culture.

### *Objectives*

- The County’s Council on Education & Culture, and Arts Council, should be combined into a single advisory body to the Office on Education & Culture, forming issue-focused committees and Task Forces as needed. The new Council would meet bi-monthly or quarterly with committees meeting in interim months. Non-members would be invited to sit on committees and Task Forces.
- The Office of Education and Culture should convene an internal “agency planning” process involving staff from related county departments, to identify additional human and financial resources that might be employed to assist the Office of Education and Culture. Entities might include the County’s Press Office, Council on Marketing, Lackawanna County Convention & Visitors Bureau, as well as relevant agencies and entities from the City of Scranton. The process should commence with identification of objectives proposed in this Plan, existing and needed resources.
- Some specific recommendations regarding the County’s cultural grants program policies and procedures are offered here:
  - ⇒ The County’s funding policies should be adjusted to allow for funding of programs taking place in county-funded venues (e.g., programs taking place in Scranton Cultural Center), currently prohibited.
  - ⇒ Funding for Everhart Museum, Scranton Cultural Center, and other major venues (e.g., Historical Society) should be made available on multi-year basis, if possible, based on a formula to provide for operating support and programs. Such a “formula” might take into account overall operating budget, earned income ratio, attendance, private and/or other contributed funds leveraged, and so forth.
  - ⇒ Consideration should be given to awarding some portion of funds to major venues on a Challenge/Matching grant basis to encourage private fundraising by grantees. Strict oversight of grant awards and terms should be pursued by county staff to ensure appropriate use and leveraging of public funds.
  - ⇒ The \$3,000 cap on grant awards should be raised for non-profit arts/cultural and heritage applicants, but should remain for individual artists.



- ⇒ The County's Education & Culture Fee should be realigned to gradually reduce funding to the County Library as these funds are replaced and/or augmented through state funds and other means. Funds originally designated for Library programs should be re-directed to cooperative ventures and cultural plan implementation (e.g., cooperative audience development effort, additional staff in Office of Education & Culture, etc.).
- ⇒ The County should initiate an effort to meet with ownership and management of the Scranton Cultural Center to discuss long-term plans regarding ownership and operation of the venue. The County has a vested interest in ensuring that the expenditure of funds (which may reach \$1 million by 2008, from the annual Education & Culture fee allocations) meets expectations regarding fiscal stewardship, leveraging private dollars, etc.
- Explore a regional arts/cultural funding source which might include:
  - ⇒ formation of a special assessment district that might encompass two or more counties
- The Cultural Plan Steering Committee (or a new incarnation thereof, such as a Cultural Plan Task Force and/or Ad Hoc Advocacy Committee of the Council on Education & Culture) should play a continuing role to advocate on behalf of the Plan's goals and objectives with local governments, private agencies (such as chambers of commerce), educational institutions, and so forth. Acting as volunteers, convened by professional staff of Lackawanna County, Committee members would be called upon to play public-speaking roles, to identify and secure commitments from other volunteer leadership, and to monitor overall implementation of the Plan.

# *Appendix 1*

## *Goals/Objectives Matrix*

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
<b>Goal A: Information &amp; Audience Development</b> <b>To improve the flow of information among the County's cultural organizations and the public, and expand audiences and visitors for Lackawanna County's arts, cultural, and heritage assets.</b>						
Shared information needs and opportunities <b>(PRIORITY OBJECTIVE)</b>	✓			✓		
Professional development for county's arts groups <b>(PRIORITY OBJECTIVE)</b>	✓			✓		
On-going networking forums	✓			✓		
Work to expand media coverage	✓		✓	✓		
Arts Journalism initiative	✓		✓		✓	
Explore regional partnerships			✓		✓	
Cooperative audience development program <b>(PRIORITY OBJECTIVE)</b>	✓		✓		✓	
Students (elementary through college) as audience development targets	✓		✓			✓

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
<b>Goal B: Facilities</b>						
<b>To stabilize and sustain Lackawanna County's cultural facilities</b>						
Capital funding initiative <b>(PRIORITY OBJECTIVE)</b>	✓		✓			✓
Multi-year operating support <b>(PRIORITY OBJECTIVE)</b>	✓		✓			✓
Access grants to subsidize facility rentals	✓	✓				✓
Use of historic buildings		✓	✓			✓
<i>Consultant Recommendation:</i> Negotiate with SCC ownership and unions	✓	✓	✓			
<i>Consultant Recommendation:</i> Discussion on facility ownership	✓	✓	✓			

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
<b>Goal C: Youth &amp; Lifelong Learning</b>						
<b>To strengthen and expand opportunities for lifelong learning in arts, heritage and culture</b>						
Higher education initiative	✓		✓	✓		
Arts education “familiarity events”	✓				✓	
Under-21 Culture & Entertainment venue			✓			✓
Incentives to encourage educator attendance and participation	✓		✓			✓
Expand cooperation between arts/culture and heritage organizations and community-based youth-serving organizations	✓	✓				✓
Expand student/public interface opportunities around the arts			✓			✓
Expand opportunities for community arts education programs	✓					✓
Explore the creation of a Regional Arts & Cultural Education Network			✓			✓



Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
<b>Goal D: Individual Artists</b> <b>To make Lackawanna County an “artist-friendly” place to live and work</b>						
Technical assistance and marketing programs for artists	✓			✓		
Database and slide/talent registry of individual artists	✓		✓		✓	
Extension of County’s festivals and First Fridays program to include arts components	✓	✓			✓	
Explore creation of an “Artist Roster” (e.g., booking agency) to serve individual performing artists			✓		✓	
Explore creation of a county-wide Open Studios			✓		✓	
<b>Goal E: Tourism</b> <b>To promote cultural and heritage tourism in Lackawanna County</b>						
Cultural and heritage tourism initiative	✓		✓	✓		
Inclusion of arts, cultural, and heritage assets in tourism marketing and infrastructure projects			✓			✓

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
<b>Goal F: The Built Environment</b>						
<b>Promote coordinated planning for, and the renewal of, the “Built Environment” in Lackawanna County, including art in public places</b>						
On-going forum for discussion of built environment issues	✓			✓		
Document built environment sections of the Plan		✓	✓			
Align amenities to the needs of various targeted market segments		✓	✓			
Cultural Resources Survey	✓		✓		✓	
Develop art in public places ordinance and plan	✓	✓	✓			✓