



Tourism & Events Department
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Karen Churchard, Director
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MEMORANDUM

To: Protect and Preserve Scottsdale Task Force Members
From: Karen Churchard, Tourism & Events Director
Brent Stockwell, Assistant City Manager
Date: July 24, 2023
Subject: Arts & Culture Funding in Scottsdale

Arts and culture are part of Scottsdale's identity. Both visitors and residents recognize the access and quality of arts and culture experiences, programming, and events within our city. Financially, the city supports arts and culture through the General, Special Programs, Tourism Development Funds, and Capital Improvement Plan. Provided below is a high-level review of current funding sources used by the city to fund arts and culture:

GENERAL FUND (sales tax and other General Fund monies) - Since 1987, through a public-private partnership, the city has maintained a management services organization for advisory and management services regarding the public art, arts and cultural programs and facilities of the city. For 36 years, the non-profit Scottsdale Arts (formerly Scottsdale Cultural Council) has served as the principal organization managing arts and cultural activities as well as operating certain city-owned facilities and art programs for the city. Currently in year three and beginning on November 10 its fourth of a five-year agreement, the city will provide Scottsdale Arts \$5.36 million (a two percent increase) to accomplish its program of work in FY 2023/24 as outlined in the 5-Year Management Service Agreement and annual Financial Participation Agreement. The Financial Participation Agreement may increase annually between one to five percent. This includes a fee for management and administration of the city-owned facilities (Scottsdale Civic Center, Scottsdale Center for Performing Arts and Scottsdale Museum of Contemporary Art), special event programming including Canal Convergence, arts education and outreach, a community arts grant program (\$67,222), and public art administration, maintenance, and conservation (\$0.8 million). In addition, the FY 2023/24 adopted budget includes funding for a one-time capital operating project for \$431,682 for public art restoration.

SPECIAL PROGRAMS FUND (lease payments and developer contributions) - The Community Arts Trust (\$142.4 thousand in cash balance as of 2nd Close June 30, 2023) established by the City Council in 1993, which has revenue coming in from the Scottsdale Artists' School lease payments, requires a portion of the rental revenue over time be dedicated to the Arts within the community. The FY

2023/24 budget authority of \$51,000 will provide supplemental funding for the Community Arts Grant Program administered by Scottsdale Arts.

In addition, the Zoning Ordinance requires a Cultural Improvements Program for certain developments required to include public art within their development. The public art can either be commissioned and installed directly by the developer, or they can pay the required amount to the city so that Scottsdale Public Art can commission public art in the area near the development. Within the Special Programs Fund, these areas where private development has paid public art funds are Downtown Cultural Trust (\$2.86 million in cash balance as of 2nd Close June 30, 2023) and Airpark Cultural Trust (\$0 in cash balance as of 2nd Close June 30, 2023).

TOURISM DEVELOPMENT FUND (5% bed tax) - The city provides services, support, and funding for the development of tourism-related capital projects, events and event development that support one or more tourism drivers, which includes arts and culture. By Council ordinance, 25% of the bed tax can be used for other tourism related activities which allows for funding of arts and culture, and 9% is used for tourism-related events and event retention and development. Through these allocations of bed tax, the city has provided the following arts funding:

- a. A combined \$2.42 million to support 15 arts and culture special events in for FY 2021/22 and FY 2022/23.
- b. \$650,000 to Scottsdale's Museum of the West to administer the museum management agreement.
- c. A one-time funding of \$1,000,000 for the Pima Freeway public art wall painting is included in the FY 2023/24 adopted budget.

CAPITAL IMPROVEMENT PLAN (1% of construction costs) - The Scottsdale Public Art Ordinance requires the equivalent of one percent of the city council approved construction budget for each capital improvement project that is publicly visible to be set aside for the Art in Public Places program. The FY 2023/24 Capital Improvement Plan includes General Fund budget in the amount of \$0.3 million to be used for the commission and acquisition of public art. This does not include public art integrated within bond projects.

UNFUNDED NEEDS – From a staff perspective, there are several key unfunded areas for the Task Force to consider:

- a. Public Art Restoration - While the city has funded public art through various funding sources mentioned above, there is no dedicated source of funding for the conservation of the existing 155-piece public art collection – that celebrates its 50th Anniversary this year - with exception to an annual allocation of \$134,444 for maintenance, which only recently increased from \$120,000. Our public art is spread throughout the community, including within parks and along rights-of-way. Inclusion of public art conservation as an allowable use of tax funds would increase provide a fund source for this purpose. Current funding needs for critical public art restoration is \$1.1 million and growing.
- b. Community Arts Grant Program - Another way to increase the funding for arts organizations within Scottsdale, would be to include funding of the Community Arts Grant program as an allowable expense in the dedicated tax being considered by the Task Force. Funding for the

Community Arts Grant program has stayed at \$60,000 for many years and in the past five years has increased by one to five percent for a FY 2023/24 allocation to Scottsdale Arts of \$67,222 with an additional \$51,000 supplemented by the dwindling Community Arts Trust funds (noted above under Special Programs Fund) for a total of \$118,222. To put this in perspective, last year's Community Arts Grant program received twenty-two applications requesting \$223,360 in grant funds.

- c. Arts & Culture Program – The city has no dedicated source for arts and culture funding and as such these compete with all other General Fund requests for funding. Both the city's General Plan (Arts, Culture and Creative Community Element) and the approved 5-Year Tourism & Events Strategic Plan (Culture & Creativity and Festival & Events Experience Principles) speak to the importance of arts and culture and outline objectives and strategies that are also generally unfunded ranging from positioning Scottsdale as a center for artists, art & design to expanding Civic Center activities and the city's performing arts capacity.



Arts & Culture Funding in Scottsdale

Protect and Preserve Scottsdale Task Force

July 31, 2023

Arts & Culture

Part of Scottsdale's identity

Visitors and Residents recognize the access and quality of arts and culture experiences, programming, and events within Scottsdale

Financially, the city supports arts and culture through the General, Special Programs, Tourism Development Funds, and Capital Improvement Plan

General Fund (sales tax and other General Fund monies)

Since 1987, the city has maintained a management services agreement with Scottsdale Arts (formerly Scottsdale Cultural Council) for advisory and management services regarding the public art, arts and cultural programs and arts-related facilities of the city

5-Year Agreement – FY 2020/21 through FY 2024/25

FY 2023/24 - \$5.36 million General Fund (a two percent increase) and Capital Improvement budget of \$431,682 for public art restoration.

Scottsdale Arts' FY 2023/24 Budget

	FY 2022/23	City Fund
Management and Administration Fee	3,638,820	General Fund
Arts Education & Outreach Programs	797,140	General Fund
Community Arts Grant Program	67,222	General Fund
Public Art Conservation	134,444	General Fund
Public Art Administration	672,222	General Fund
Specialty Equipment	54,652	General Fund
<i>General Fund :</i>	5,364,500	
Special Revenue Funds:		
Community Arts Trust	51,000	Special Programs Fund - Community Arts Trust
Canal Convergence	750,000	Tourism Development Fund
<i>Special Revenue Funds Restricted:</i>	801,000	
Total Management Services Fee	\$6,165,500	

Special Programs Fund (lease payments and developer contributions)

Community Arts Trust - \$142,439

\$51,000 Supplemental for Grants Program supporting Arts & Culture organizations

Downtown Cultural Trust - \$2,861,297

Airpark Cultural Trust - \$0

Cultural Improvements Program for Public Art through certain developments

Tourism Development Fund (5% bed tax)

Financial Policy 10 may support funding of Arts & Culture:

Nine percent for tourism-related events and event development

25% for tourism-related operating expenses, capital projects and/or operating impacts

Event Development Funds (FY 21/22 and FY 22/23)

Event Applicant	Amount
Arizona Indian Festival	250,000
Asian Festival	10,500
Canal Convergence	1,500,000
Greater Phoenix Jewish Film Festival	25,000
Hashknife Pony Express	32,900
Miracle of Roses	14,500
Parada del Sol Parade	158,800
Persian New Year Festival	40,000
Scottsdale ArtWalk	107,000
Scottsdale Dia de Los Muertos	70,000
Scottsdale Family Arts Fest	5,000
Scottsdale International Film Festival	17,500
Scottsdale Jazz Festival	105,000
Stallion Stampede	20,000
Taste of Italy and Music Festival	71,500
Total Arts Related Funding:	\$2,427,700

Other Commitments

	Amount
Scottsdale's Museum of the West	650,000
Public Art Pima Freeway Painting	1,000,000
<i>Total Arts Related Funding:</i>	\$1,650,000

Capital Improvement Plan (1% of construction costs)

Public Art Ordinance requires the equivalent of one percent of the city council approved construction budget for each capital improvement project that is publicly visible to be set aside for the Art in Public Places program.

FY 2023/24 Capital Improvement Plan includes General Fund budget in the amount of \$0.3 million to be used for the commission and acquisition of public art. This does not include public art integrated within bond projects.

Unfunded Needs

Public Art Restoration

Community Arts Grant Program

Arts & Culture Program

Arts & Culture Assessment

Public Art Restoration

155-piece public art collection

Annual Maintenance allocated at \$134,444 for FY 2023/24

Funding need for critical public art restoration is nearly \$1 million.

Restoration Needs

Cactus Mirage @ McDowell Mountain Ranch Aquatic Center	200,000
Glass Scrim Wall @ SMOCA	481,000
Hidden Histories @ 2nd and Brown, Old Town	12,000
Horseshoe Falls @ Marshall Way & Indian School Rd, Old Town	100,000
Tonela Landmarks @ Various Street Locations	10,000
Tributary Wall @ Goldwater Blvd, between Camelback & 5th Ave	300,000
<i>Total Arts Related Funding:</i>	\$1,103,000

Community Arts Grant Program - Funding

Administered by Scottsdale Arts

Funding has remained at \$60,000 for decades; increased to \$67,222 for FY 2023/24

\$51,000 supplemented by dwindling Community Arts Trust

Total allocated for FY 2023/24 - \$118,222

Community Arts Grant Program - Applications

In FY 2022/23 Scottsdale Arts received 22 applications

Requesting \$223,360 in grant funds

Arts & Culture Program

No dedicated source Arts & Culture

Requests compete with all other General Fund requests

General Plan

Arts, Culture and Creative Community Element

Tourism & Events Strategic Plan Experience Principles

Culture & Creativity and Festival & Events

General Plan Arts, Culture and Creative Community Element

Goal ACC 5

Promote a creative community through lifelong education and exposure to the creative process and the arts.

Policies

ACC 5.1 Develop public arts and cultural experiences to increase access to and awareness of the arts, which may include visual arts in the form of artworks, crafts, photography, film/audio-visual, fashion, lightscapes, gallery exhibitions, and architecture; performing arts such as drama, music, and dance; literary art through books, poetry, and libraries; culinary art; and ideas/products of imagination. *[Cross-reference Economic Vitality Element]*



ACC 5.2 Promote a supportive environment for working artists to help expand the creative community within Scottsdale. Working artists may include performers, authors, poets, writers, architects, fashion designers, photographers, cinematographers, art gallery owners, performance venue operators, cultural event producers, and others.

Tourism & Events Strategic Plan **Culture & Creativity**

STRATEGY CC.1

Position Scottsdale as a Center for Artists, Art & Design

Arts and culture are part of Scottsdale's identity. Both visitors and residents recognize the access and quality of cultural experiences, including Canal Convergence and the Scottsdale ArtWalk. Scottsdale has an opportunity to further promote

artists, art, and design and program Old Town districts to attract affluent travelers. The maintenance, investment, and accessibility of cultural experiences all support such a positioning.

ACTIONS

1. Continue to support, plan for, and manage Scottsdale's arts and culture programs and facilities, including increasing visitor experiences
2. Launch a cultural assessment of the destination to identify gaps, strengths, and growth opportunities
3. Support the expansion of arts and cultural organizations efforts and initiatives and increase visitor experiences
4. Expand public art citywide to connect existing and new public art installations into an art circuit for both visitors and residents
5. Utilize art and placemaking to create places that demonstrate local culture – celebrating the desert character, Native American heritage, and architecture – both citywide and within Old Town
6. Create a network of champions to explore the application process to become a United Nations Educational, Scientific and Cultural Organization City of Design

Tourism & Events Strategic Plan Festival & Events

STRATEGY FE.3

Expand Civic Center Activities & Performing Arts Capacity

The redeveloped Civic Center offers an opportunity for Scottsdale to plan more events, activities, and activations in the heart of the city that improve the resident and visitor experience. Programming the space with local art, entertainment, retail, or performance activities, both on weekdays and weekends, will attract residents and visitors to Old Town, and enhance the liveliness of the

area. Fully developing the master plan for the Civic Center will make it an even more attractive destination and increase the number of events and activities that can occur. Exploring additional venue developments for the Civic Center should be considered to further Scottsdale's brand as an arts destination.

ACTIONS

1. Allow existing events to expand on the redeveloped Civic Center
2. Attract and plan Civic Center events that will take advantage of the newfound capacity provided by the ongoing capital improvements
3. Explore additional funding to fully implement the Civic Center Master Plan
4. Study the long-term feasibility of a new and larger performing arts venue



Thank You





scottsdale center for the performing arts
scottsdale museum of contemporary art
scottsdale public art
scottsdale arts learning and innovation

MEMORANDUM

To: Protect and Preserve Scottsdale Task Force Members
From: Dr. Gerd Wuestemann, President & CEO, Scottsdale Arts
Date: July 24, 2023
Subject: Arts & Culture Funding as part of Protect and Preserve Tax

Premise:

Art & Culture are at the core of the Scottsdale Experience - embedded in our city's quality of life, part of its luxury brand and beauty. Art & Culture in Scottsdale join an active lifestyle, stunning desert landscapes, golf, events, and resorts in attracting scores of annual visitors, making tourism and bed-tax generation a major economic driver. Less obvious but just as powerful, Art & Culture create the energy and 'vibe' of Scottsdale as a creative hub, a city where business wants to locate and our best and brightest want to work, live and play.

Scottsdale's Art & Culture investments have historically been visionary, joining other visionary efforts such as the Greenbelt and of course – the McDowell Preserve! Here are a few examples: Scottsdale's Public Art program's founding 50 years ago – now 200 monumental pieces strong; the creation of the Center for the Performing Arts in 1975, and SMOCA in 1999; Museum of the West – our newest addition, giving a sense of place; and perhaps most visionary of them all – FL Wright's Taliesin West.

Over the last three decades, Scottsdale has slowly lost more and more ground to other cities in the Valley. As the Valley population grew, cities such as Mesa, Chandler, Tempe, Phoenix and Peoria passed dedicated Art & Culture tax measures, generating significant operational funding for venues and organizations alike. As a result, Mesa Arts Center, Tempe Center for the Arts, Peoria Center for the Performing Arts were built as new, state-of-the-art venues, and their operations fully funded by designated tax dollars.

Today Scottsdale is home to 30+ vibrant arts organizations, ranging from 2-person community theater operations to large venues and complex entities like Scottsdale Arts, with its city contract and six departments. Scottsdale has the makings to becoming the Valley's and perhaps the Southwest's premiere arts destination once again. In late 2022, Scottsdale Arts on behalf of the City of Scottsdale engaged the national firm Arts Consulting Group in a city-wide cultural assessment, identifying assets, gaps and challenges, and benchmarking Scottsdale against Valley- and National cities. Preliminary findings of this study, as well as an executive summary are attached to this memo. The findings underscore the need for some level of course correct and self-investment, which would move Scottsdale to the top of the Art & Culture world once again.



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scottsdale public art
scottsdale arts learning and innovation

Arts & Culture Assessment - Findings & Conclusions

The attached preliminary findings support the following opportunities:

1. Create consistent and diverse funding sources.
2. Increase community engagement and collaborations between arts organizations, government, artists, the community, and the education sector.
3. Develop a new, large venue to host diverse types of programming and large-scale productions.
4. Develop a small new venue for contemporary or experimental work and use by local artists.
5. Improve communications and awareness about the sector in Scottsdale.
6. Increase DEIA measures in an increasingly diverse city and metro area.

These conclusions are based on an extensive examination of city-wide assets and their geographic locations (given the unique geographic challenge of Scottsdale's length). It also reflects participation and examination of all currently active arts entities in Scottsdale. In addition, this study took into account the evolution of Scottsdale: a relatively young city, steeped in a deep sense of place, a city with a relatively high concentration of wealth and a very successful economic and tourism platform.

Another unique component in this assessment is the city's location within the PHX metro area: while Scottsdale my 'only' represent 300,000 residents – the metro area and its 5M+ residents are our primary audience base. This gives any future arts investment the unique opportunity to shift much of the Valley-wide arts presenting and creative momentum back to Scottsdale, with revenue generation and creative workforce development to match.

The study also identifies a geographic disparity in venue locations, with most assets concentrated in South/Central Scottsdale, around Old Town and the Cactus Corridor. While this has benefits and creates efficiencies, it does also leave large areas of North Scottsdale (with a challenging lack of density and longer travel times) somewhat disconnected from arts opportunities.

Lastly, Scottsdale's Public Art program – one of the oldest and most prominent in the Nation, part of Scottsdale Arts – is faced with a unique funding challenge. All new installation of works is funded by a Percent for Art program, and the City of Scottsdale invests general fund dollars in the admin cost of the program. However, funding for conservation of this 50-year-old, \$300M+ and 200+ works strong program is limited to less than \$130,000/year. This is insufficient for the proper conservation of existing works. And with an ever-growing collection, the gap deepens year over year.

The second part of the assessment was driven by benchmarking Scottsdale against three Valley cities and three national cities. The City of Scottsdale admirably commits significant funding for services to its direct partners Scottsdale Arts, Museum of the West, and others. However, a broader community investment piece, as reflected to Scottsdale Arts' distribution of Community Arts Grants, is insufficient and in need of reimagination. The findings reflect both the need for the above recommendations and the opportunities this presents.



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PHX Metro Cities:

- Phoenix, Mesa, and Chandler offer a much higher concentration of large venues, and a higher concentration of local community theaters and experimental venues. All three cities have invested in new venues over the past three decades and have created designated funding streams for Art& Culture through tax measures, alleviating the need for General Fund use.
- These cities make broader funding and grants available to local artists and arts organizations, inspiring a greater level of diverse, young, and emerging arts engagement. Again, this is driven by direct funding streams and increased local investment.

National Cities:

Denver, Sarasota, and Nashville all represent different types of communities, which over the past decades rebranded themselves as arts destination - with significant success. This is perhaps most palpable and obvious in Nashville, which has invested remarkable amounts of resources into Arts & Culture. Upon closer inspection, it is just as impressive in Denver and Sarasota, and illustrates the development of a creative strategy and the successes visible along the way.

In a summary of findings these major themes for Scottsdale emerged:

- Communication: increase outreach and communication, build awareness of events.
- Partnerships: opportunities for partnerships and collaboration across and with other cities.
- DEIA: integrated into Scottsdale's strategic plan, opportunities despite some resistance.
- Arts Education: a point of pride for many respondents, desire and need to expand programming beyond students to include adults and seniors.
- Regional: engage with the areas of Scottsdale that are not considered as often, such as North Scottsdale (venues), South Scottsdale (resources). Different areas, however, may require different approaches due to their varying populations.
- Venues: Scottsdale is underbuilt in venues, as is the Valley (considering its population size) when compared with the above nationally referenced cities and metro areas. Scottsdale has a unique opportunity to galvanize Arts & Culture development in Arizona going forward.

While the work by many of Scottsdale's Art & Culture organizations reflects these ideals, it is simply underfunded and under-developed. Traditional efforts such as the Community Arts Grants, as well as new and innovative initiatives such as Scottsdale Arts' upcoming ARTSPARK career development program for recent graduates will combine to shift momentum, but additional investment is the key for long-term success and generational change. Given Scottsdale's history as an arts city, willing to push the envelope; its identity as a city of risk takers and entrepreneurs challenging the status quo; its natural beauty and destination status; and its great economic success - our community is ideally positioned to becoming the Arts & Culture Jewel and Creative Hub of the Southwest!



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Arts & Culture Assessment – Recommendations

Based on the preliminary findings of this extensive study, other data collection from the SMU DataArts and AftA AEP6 studies, and extensive community conversations, we present the following recommendations on behalf of Scottsdale Arts & Culture organizations and in conjunction with City of Scottsdale staff recommendations:

1. Develop a designated funding stream for Arts & Culture organizations in Scottsdale, matching other Valley and National cities. This mechanism can support better grant making to organizations and individuals, and generate a more community-based, local creative arts scene. A portion of the proposed Protect and Preserve Tax Measure could become a great first step in this direction.
 - 1a. This funding mechanism would include increased support for Community Arts Grants, moving available funding from the current total of approximately \$120K to the \$1M mark.
2. Develop a designated funding mechanism to supplement Scottsdale’s Public Art Conservation Fund. This requires a relatively small commitment – elevating the fund from its approximately \$130K to \$1M/year.
3. ONE VISION/ONE PROJECT/ONE TAX
 - a. Build a large-scale, state of the art performance venue in the Cactus Corridor area, to ideally serve all of Scottsdale in a central location – as well as all the Valley with easy access from the 101 Pima Freeway.
 - b. This new complex on a city-owned, 10-acre parcel could include a conservatory, artist studios, maker’s spaces for community arts classes and much more.
 - c. A portion of the Protect and Preserve Tax could be allocated to this project, allowing for bonding against the annual revenue at approximately 80%. The generated fund would allow Scottsdale Arts – on behalf of the city and all its arts organizations – to raise matching private dollars for the project.
 - d. With an approximate price tag of \$150M, public/private partnership funding is the most prudent approach.
 - e. Many of Scottsdale’s Art & Culture organizations would collaborate to help fund this venue, and many would become anchor users this venue – from AZ MusicFest with its largely North Scottsdale audience base, to entities like the Scottsdale Philharmonic.
 - f. In addition, this large-scale, modern venue would replace aging venues such as Gammage in Tempe and Symphony Hall in Downtown Phoenix, to bring major orchestras, rock shows, national Broadway tours and more to Scottsdale and into a stella environment.
 - g. Between national tours and attractions, Scottsdale-based anchor users and a campus-like build-out generating a ‘creative village’ feel – this new hub if Art & Culture would move Scottsdale toward the goal of becoming the finest arts city in the Southwest. It would become an economic driver for new businesses, while producing a creative work force.
 - h. Use of a portion of the Protect and Preserve Tax aligns perfectly with the original inspiration for the tax: to create something truly innovative, iconic and so very Scottsdale!



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scottsdale



Preliminary Summary of Findings

Scottsdale, AZ

July 21, 2023

Adam Davis, Vice President

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25
YEARS



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I. Executive Summary

1. Project Overview & Project Objectives
2. Project Timeline
3. Summary of Findings

I. Executive Summary

1. Project Overview

The Scottsdale Citywide Cultural Assessment is intended produce an inventory and analysis of cultural organizations, facilities, services, and resources.

2. Project Objectives

- An overview of the gaps and opportunities for investment and new partnership initiatives or service development, as contextualized by the strategies of other cities in the region and throughout the US.
- A Cultural Assessment including cultural inventory, data visualizations, regional and national research and benchmarking Reports.

I. Executive Summary

3. Project Timeline

Phase 1: Project Planning & Discovery

1. Project Preparations
2. Regional Demographic Study
3. Intake & Discovery: Stakeholder Engagements
4. Project Task Force Orientation and Meeting #1

Phase 2: Conducting Inventory

1. Stakeholder Engagement - Partners Data Gathering
2. Cultural Inventory Community Survey*
3. Public Research – Web and Online Database Research
4. On-site Visit #1 – Meet and Visit

Phase 3: Data Visualization & Benchmarking Research

1. Mapping and Visualizations
2. Regional Benchmarking Research
3. National Benchmarking Research
4. On-site Visit #2 – Presenting Maps and Visualizations

Phase 4: Diagnostic Gap Analysis

1. Gap and Opportunity Analysis
2. National Models: Case Study Research
3. On-site Visit #3 – Presenting Preliminary Findings

Phase 5: Final Findings & Recommendations Report

1. Conclusions and Recommendations
2. Design, Publication, and Production of Reports and Presentations
3. On-site Visit #4 – Advisors and Partners
4. Finalization and Delivery of Reports

I. Executive Summary

5. Summary of Findings

Based on the different reports and preliminary findings as of July 21st, 2023. Below are the common themes across all findings:

- Opportunity to create consistent and diverse funding sources for Scottsdale's arts and culture sector.
- Opportunity to increase community engagement and collaborations across all arts and culture organizations, government sectors, artists, the community, and the education sector. This can also be through collective events and festivals.
- Opportunity to have a dedicated space to host diverse types of programming, including contemporary and experimental, and be a home for local artists.
- Opportunity to improve communications and spread awareness about the sector in Scottsdale. As well as increase DEIA measures.

II. Preliminary Findings: Gap and Opportunity Analysis



II. Preliminary Findings: Gap and Opportunity Analysis

Opportunity Analysis for Scottsdale Arts and Culture:

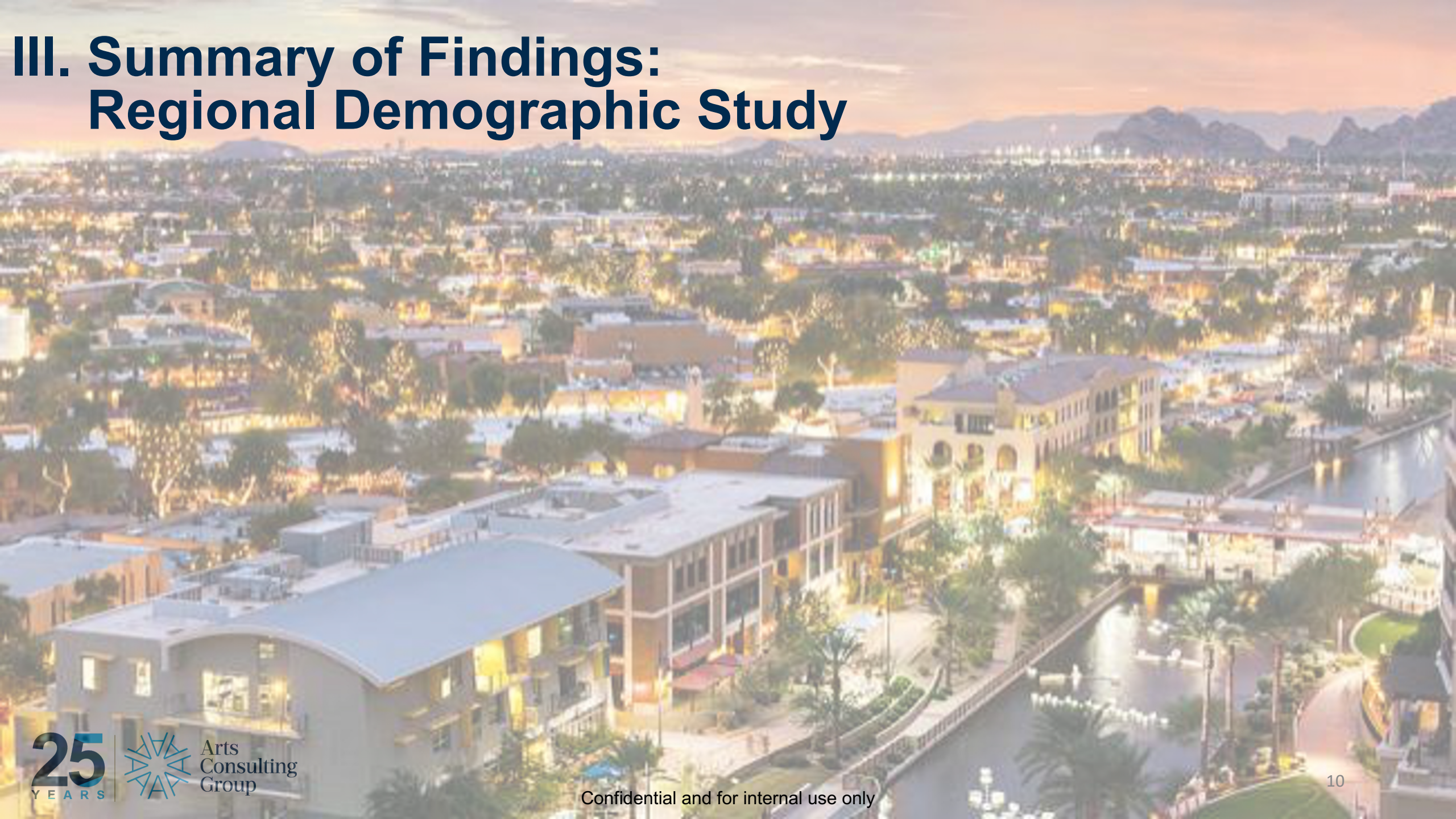
- **Growing Tourism:** Scottsdale attracts many tourists each year, presenting an opportunity to promote and showcase the city's arts and culture to a diverse audience. There is an opportunity for Scottsdale to leverage the tourism industry, increase its visibility as an arts destination, and attract more visitors to its cultural institutions and events.
- **Collaborative Partnerships:** Scottsdale has the potential to build strong partnerships between its arts organizations, local businesses, and community groups. Collaborative efforts can enhance arts programming, provide funding opportunities, and create a more vibrant and interconnected arts community. There is also an opportunity to increase the number of festivals that can draw in regional and national engagement.
- **Cultural Diversity:** Scottsdale can further embrace and celebrate its cultural diversity through arts and culture initiatives. There is an opportunity for Scottsdale to enrich its cultural offerings and create a more inclusive and representative arts scene by promoting and supporting artists from different backgrounds, ethnicities, and artistic disciplines.
- **Funding:** Not as many statewide sponsors support Scottsdale organizations as Phoenix, Mesa, and Chandler. There are opportunities to increase funding from state-wide sources. Furthermore, the majority of local foundations researched in Scottsdale focus on encouraging future philanthropists, supporting grants to support nonprofits, supporting the Jewish community, ballet, and schools. There is an opportunity to create more foundations dedicated to promoting the arts.

II. Preliminary Findings: Gap and Opportunity Analysis

Gaps Analysis for Scottsdale Arts and Culture:

- **Accessible and Affordable Art Spaces:** Scottsdale could benefit from developing more accessible and affordable art spaces, such as studios, galleries, and performance venues. This would give local artists more opportunities to showcase their work and engage with the community, making arts and culture more accessible for residents and visitors.
- **Community Engagement and Outreach:** There may be room for growth in community engagement and outreach at Scottsdale. There are opportunities to ensure that arts programming reaches a broader audience, including underserved communities and diverse age groups. This can be achieved through targeted outreach, community partnerships, and accessible programming.
- **Arts Education and Integration:** While Scottsdale values arts education, there may be an opportunity to integrate arts into the curriculum further and expand educational opportunities beyond traditional school settings. This could involve collaborations between schools, arts organizations, and community centers to provide residents with more comprehensive arts education and engagement opportunities.
- **Support for Emerging Artists:** Scottsdale could enhance its support for emerging artists by providing mentorship programs, grants, residencies, and accessible spaces. This would nurture artistic talent, encourage innovation, and contribute to the growth of the local arts community.

III. Summary of Findings: Regional Demographic Study



25
YEARS

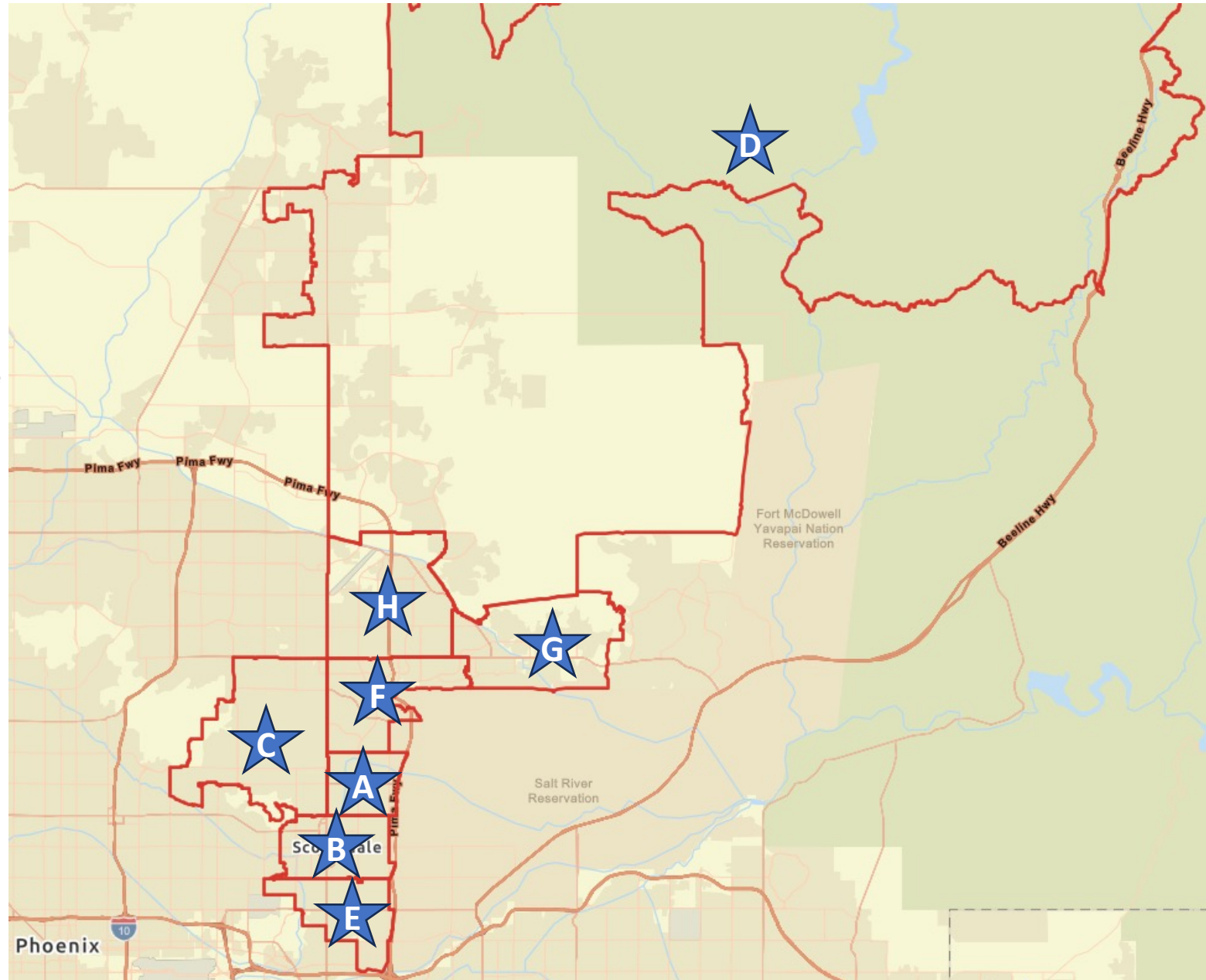


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III. Summary of Findings: Regional Demographic Study

Scottsdale, AZ

- Using Claritas Mapping System, ACG pulled demographic reports including Gender, Age, Households Types, Household Income, etc.
- Using those reports an assessment of current trends and projected growth was done by reviewing each zip code individually and then comparing them against one another.
- The following zip codes within Scottsdale were the focus of study:
 - A: 85250 'Resort Corridor'
 - B: 85251 Old Town/Downtown
 - C: 85253 Town of Paradise Valley
 - D: 85255/85266/85262 North Scottsdale
 - E: 85257 South Scottsdale
 - F: 85258 Shea Area
 - G: 85259 East Extension
 - H: 85260 Cactus Corridor/Airpark



III. Summary of Findings: Regional Demographic Study

Scottsdale, AZ

Age

- Shea Area, Resort Corridor, Paradise Valley, and North Scottsdale have the highest populations aged 65 and older.
- South Scottsdale contains a larger young population
- Old Town/Downtown, East Extension, and South Scottsdale are the best areas to focus on for a younger target audience
- Resort Corridor, Shea Area, and Cactus Corridor/Airpark are areas to target older audiences

Race

- Scottsdale overall is a primarily white population
- Old Town/Downtown and South Scottsdale are the more diverse populations.
 - They have the most Spanish-speaking areas, the most significant percentages of people aged 35-44 (Old Town/Downtown with 18% and South Scottsdale with 16%), and out of all areas reviewed, they have the most even distribution of Women and Men in their populations at approx. 50% for each

Affluence: Education & Income

- North Scottsdale has the highest Education of all areas, with 73% of the population having an Associate's Degree or higher.
- South Scottsdale has the lowest incomes and lower education levels than the rest of the areas.
- Resort Corridor, Shea Area, and Cactus Corridor/Airpark are areas to target wealthier audiences.
- North Scottsdale and the Town of Paradise Valle are areas with higher household incomes, where household incomes of \$200,000 and above are the most common.

Households

- There is also a majority of Married Couples without Children across the board.
- The town of Paradise Valley, North Scottsdale, and East Extension have the most Households of 5 or more people.
- Old Town/Downtown has the most non-family Households so it would be a good area for non-family events.
- South Scottsdale has the most non-married households.

III. Summary of Findings: Regional Demographic Study

Zip Code	Age & Gender	Education	Households	Income	Growth	Notes
85250 / 'Resort Corridor'	Higher difference between Women and Men in population; projected increases in ages 65 and above	More than half have a Bachelor's degree or higher	Most Households are married couples without children	Most Household incomes between \$50,000-\$200,000	Projected to continue to attract an older population and see an increase in Householders aged 65-74	Older, educated, wealthier population
85251 / Old Town/ Downtown	Almost evenly split between Men and Women; Largest population of people aged 25-34, but projected to see increases in 45 years old and above	More than half have a Bachelor's degree or higher	The largest percentage of non-family Households; Has some of the highest numbers for Female Householders with Children. Has the most 1-Person households	Most Household incomes are \$100,000 or less	Anticipated to see growth in householders aged 45-54, though still projected to remain a younger population	One of the larger areas of Spanish Speakers in Scottsdale (15% of population). A younger, less married, less wealthy population
85253 / Town of Paradise Valley	Population skews older, with some consistency in ages 25-34	Almost 70% have a Bachelor's degree or higher	72% of population are Family Households; Householders of 5 or more are common	Most Household incomes \$200,000 or more	Estimated growth in homeowners aged 35-44	Mostly larger, wealthy families

III. Summary of Findings: Regional Demographic Study

Zip Code	Age & Gender	Education	Households	Income	Growth	Notes
85255/85266/ 85262 / North Scottsdale	Projected to see modest increases in younger populations between 18 – 34 years old, and additional increases in populations 65 years old and above	73% of North Scottsdale has an Associate’s Degree or higher, the highest of all listed zip codes	The largest percentage of Family Households and the has the most 2-Person households. Householders of 5 or more are common	Most Household incomes \$200,000 or more	Has seen the most population growth since 2010, with some continued projected growth through 2027	Area of most population growth since 2010, full of larger, wealthy families and an educated population
85257 / South Scottsdale	Almost evenly split between Men and Women; Projected to see increases in populations 35 years old and above	25% of the population have Some College but No Degree 27% hold a High School Diploma/GED or less, the highest percentage of these education levels in reviewed zip codes	Has the most non-married householders	Most Household incomes \$49,000 or less	Currently has one of the higher percentages of people aged 0 – 17 than other areas, but area is projected to see plateau in younger age group populations and increase in older age groups	One of the larger areas of Spanish Speakers (11% of population). Also has more younger age groups than other areas; mostly unmarried population, least household income and education of all reviewed areas
85258 / Shea Area	Largest population 65+ and projected to see increases in that population.	60% have a Bachelor’s degree or higher	Most households are married couples without children	Most Household incomes between \$100,000 and \$200,000	Area projected to continue to attract an older population	Older, educated, wealthy population

III. Summary of Findings: Regional Demographic Study

Zip Code	Age & Gender	Education	Households	Income	Growth	Notes
85259 / East Extension	Projected to see increases in populations between 35 – 44 years old as well as 65 and older, but decreased in those aged 45 – 64	64% have a Bachelor's degree or higher	68% are family households; Householders of 5 or more are common	Most Household incomes \$200,000 or more	Population projected to see minimal change overall, but with some increase in ages 25-44; also projected to see increase in some younger householders	Wealthy, educated families – skews slightly younger with 45% of population 44 and younger
85260 / Cactus Corridor/Air park	Higher difference between Women and Men in population, projected to see in populations 65 years old and above	61% have a Bachelor's degree or higher	80% are married households; 50% are married with children	Most Household incomes between \$100,000 and \$200,000	Area projected to continue to attract an older population	Wealthy, educated families, anticipated to get older

IV. Preliminary Findings: Public Research, Web and Online Database Research

1. Scottsdale Overall Cultural Inventory as of 7/21/23
2. Industry Trends
3. Organizations Inventory Survey Findings - TBD

IV. Summary of Findings: Public Research

1. Scottsdale Overall Cultural Inventory Findings as of 07/21/23

Some unique overall takeaways about arts and culture in Scottsdale are:

- **A blend of Tradition and Innovation:** Scottsdale's arts and culture scene seamlessly combines traditional elements, such as Native American art and Western influences, with contemporary and innovative art forms. This blend creates a dynamic and diverse cultural landscape that appeals to various interests.
- **Emphasis on Public Art:** Scottsdale's commitment to public art sets it apart from many other cities. The city's abundance of public art installations creates an immersive and accessible cultural experience for residents and visitors alike. It adds an aesthetic appeal to the urban environment and fosters a sense of community pride.
- **Integration of Nature:** Scottsdale's natural beauty is often incorporated into its arts and cultural offerings. From outdoor sculpture gardens to performances in open-air venues, the city takes advantage of its stunning desert landscapes as part of the artistic experience. This integration of nature adds a unique and captivating element to the arts scene.

IV. Summary of Findings: Public Research

1. Scottsdale Overall Cultural Inventory Findings as of 07/21/23

- Celebration of Native American Heritage: With its proximity to Native American communities, Scottsdale pays homage to Native American culture.
- Vibrant Arts District: The presence of the Scottsdale Arts District showcases the city's commitment to nurturing a thriving arts community. This district's concentration of galleries, studios, and museums creates a bustling and vibrant hub for art enthusiasts, collectors, and artists to connect and engage with one another.
- Cultural Events and Festivals: Scottsdale hosts various cultural events and festivals throughout the year, celebrating different art forms, traditions, and communities. These events provide opportunities for the community to come together, experience diverse cultural expressions, and deepen their understanding of different artistic practices.

IV. Summary of Findings: Public Research, Web and Online Database Research

2. Industry Trends – Arts Vibrancy

- SMU Data arts calculates **Arts Vibrancy** by measuring and adding 3 metrics – arts providers (45%), arts dollars (45%), and government support (10%).

Metric	Data
Arts Providers	Independent artists (Who is engaged in performing or creating art), Arts and culture employees (Who is employed by the arts), Arts and cultural organizations (Number of arts, culture nonprofits), and Arts, culture, and entertainment firms (Number of arts, culture firms).
Arts Dollars	Program revenue (money earned from people participating), Contributed revenue (money earned from contributions), Total expenses (All expenses), and Total compensation (all payments to staff and artists)/
Government Support	State arts dollars (all state arts dollar funding), State arts grants (Number of state arts grants), Federal arts dollars (All NEA and IMLS dollar funding), and Federal arts grants (Number of NEA and IMLS grants).

IV. Summary of Findings: Public Research, Web and Online Database Research

2. Industry Trends - Placemaking

- The Denver Area is on the list of the top 20 largest communities in this study. Denver was ranked 35th in the country for art providers, 40th in arts dollars, and 35th in government support. Denver scores within the top 4% on arts providers and government support overall. It also has strengths in arts and culture employees and federal art dollars.

Arts Providers	35th
Independent artists	45 th
Arts and culture employees	18 th
Arts and cultural organizations	224 th
Arts, culture, and entertainment firms	56 th
Arts Dollars	40th
Program Revenue	38 th
Contributed Revenue	56 th
Total Expenses	47 th
Total Compensation	46 th
Government Support	35th
State Arts Dollars	427 th
State Arts Grants	375 th
Federal Arts Dollars	9 th
Federal Arts Grants	76 th

IV. Summary of Findings: Public Research, Web and Online Database Research

2. Industry Trends - Placemaking

- The Nashville Area is on the list of the top 20 largest communities in this study. It was ranked 9th in the country for art providers (scoring within the top 1% on Arts Providers overall), 23rd in arts dollars, and 55th in government support.

Arts Providers	9th
Independent artists	18 th
Arts and culture employees	8 th
Arts and cultural organizations	243 rd
Arts, culture, and entertainment firms	4 th
Arts Dollars	23rd
Program Revenue	6 th
Contributed Revenue	45 th
Total Expenses	22 nd
Total Compensation	38 th
Government Support	55th
State Arts Dollars	159 th
State Arts Grants	160 th
Federal Arts Dollars	90 th
Federal Arts Grants	56 th

IV. Summary of Findings: Public Research, Web and Online Database Research

2. Industry Trends - Increasing Arts Vibrancy

- Funding
 - Finding resources through public and private support and government to keep the arts and culture sector thriving.
- Increase Community Engagement
 - Leveraging and creating strategic partnerships with other sectors, such as education, business, and tourism. The publication "Culture in Creative Partnership for Sustainable Development" (2013) by UNESCO highlights the importance of collaboration and partnerships between different stakeholders, including governments, civil society, and the private sector, to maximize the impact of cultural and creative initiatives.
- Invest in local arts and artists
 - Implementing policies that support the arts and artists, such as easing regulations for street performances, reducing bureaucratic hurdles for arts organizations, funding for arts education, and grants for artists... According to the publication "How Art Works: National Endowment for the Arts Five-Year Research Agenda" (2012) by the National Endowment for the Arts (NEA) found that communities with strong arts policies and investments saw a significant increase in the quality and diversity of art produced. Another study by the University of Chicago's Cultural Policy Center, "Creative Placemaking and Community Economic Development" (2010), found that communities with arts-friendly policies experienced economic and cultural benefits.

IV. Summary of Findings: Public Research, Web and Online Database Research

2. Industry Trends - Increasing Arts Vibrancy

- Make and protect space for art
 - Developing infrastructure and placemaking efforts, such as performance venues, galleries, public art installations, and cultural districts. According to "Arts and Culture Infrastructure in Urban Policy: A Global Comparative Study" (2018) by the World Cities Culture Forum, investments in cultural infrastructure contribute to the growth and vibrancy of arts and cultural activities, attracting visitors and fostering creative economies.
- Maintain relationships with community, government, and other organizations
 - Planning and implementing arts and culture strategies that involve collaboration between local governments, arts organizations, and community members. According to "Cultural Planning and Sustainable Communities: A Case Study of Fredericton, New Brunswick, Canada" (2017) by Chantal Richard and Tim Fox, cultural planning contributes to the vibrancy of a community by fostering cultural participation, enhancing the quality of life, and attracting creative industries. Also, various case studies across the United States listed in "Creative Placemaking" (2010) by Ann Markusen and Anne Gadwa Nicodemus demonstrate how arts-driven strategies contribute to increased vibrancy, social cohesion, and economic revitalization.
- Continue evaluating impact and effectiveness of plans and programs
 - Evaluating and learning through assessing the impact and effectiveness of initiatives and plans, community engagement, gaps and opportunity analysis, and benchmarking with other communities. "Measuring the Impact of Culture: A Review of Current Practices" (2019) by Rebecca Fenton and Kate Pahl highlights the importance of evaluation in understanding the social, economic, and cultural value of arts and culture initiatives. This report examines different approaches to measuring the impact of culture, including evaluation and assessment.

V. Summary of Findings: Regional Benchmarking

1. Overall Summary
2. Summary of Findings – Phoenix, AZ
3. Summary of Findings – Chandler, AZ
4. Summary of Findings – Mesa, AZ

V. Summary of Findings: Regional Benchmarking

1. Overall Summary of Findings

While Scottsdale has a thriving arts and culture scene, certain aspects may be more prevalent in neighboring cities like Mesa, Chandler, or Phoenix:

- **Larger Performing Arts Venues:** Phoenix has multiple venues and function halls that can accommodate at least 1,000 people. While Mesa and Chandler have large venues like this, they do not have as many as Phoenix. These larger spaces can offer a broader range of performances and events that can attract a larger audience.
- **Festivals and Concerts:** While organizations in Phoenix and Chandler host festivals, Mesa has multiple regularly hosted festival events such as the Mesa International Film Festival, Mesa Music Festival, and Chicago Fest West. These festivals create a sense of community and excitement around live music and events. Scottsdale can continue and expand on its festivals, such as Celebration of Fine Art, The Waterfront Fine Art and Wine Festival, Canal Convergence, and Sun & Sounds.

V. Summary of Findings: Regional Benchmarking

1. Overall Summary of Findings

- Alternative, Contemporary, and Experimental Art Spaces:
 - While Scottsdale has numerous galleries and museums, Chandler and Phoenix have a more significant presence of alternative and experimental art spaces. These venues often showcase contemporary and cutting-edge art forms, providing a platform for emerging artists and unconventional artistic expressions.
 - There is an opportunity for Scottsdale to dedicate spaces for contemporary performing arts. An additional venue designed for theater, dance, and music performances would attract more touring productions and local performing arts groups, fostering a dynamic and diverse scene (musicals, plays, music, dance...).
 - Mesa, Chandler, and Phoenix have theaters and performance spaces that focus on experimental and avant-garde productions, pushing the boundaries of traditional theater.
- Street Art and Graffiti Scenes: While Scottsdale public art is visible, the other cities benchmarked may have more vibrant and easy-to-find street art and graffiti scenes, with dedicated areas and murals that add color and creativity to the urban landscape. Also, these cities embrace street art as a public expression and engage with local artists to enhance their cultural identity.

V. Summary of Findings: Regional Benchmarking

1. Overall Summary of Findings

- Diversity and Inclusion: While Scottsdale strongly focuses on Western and Native American art, there could be more efforts to embrace and showcase a broader range of cultural expressions. Increasing diversity in the representation of artists and art forms from different backgrounds can enrich the city's arts and culture scene:
 - Community Theater and Events: Mesa and Chandler have community theaters that engage local talent and produce a wide range of theatrical productions, from classic plays to contemporary works. Scottsdale can collaborate with its existing community theater and create opportunities for local artists and the community.
 - Chandler, Mesa, and Phoenix have cultural centers and Cultural Festivals and Events that promote and preserve the heritage and traditions of various communities, offering educational programs, performances, and exhibitions. These events showcase traditional music, dance, cuisine, and customs, fostering cultural exchange and understanding. Some examples are the Mesa Arts Festival, Chandler International Film Festival, and Phoenix Chinese Week.
- Accessible and Affordable Art Education: Expanding access to art education and making it more affordable could help cultivate the next generation of artists and art enthusiasts. Offering more workshops, classes, and programs for people of all ages and backgrounds can create a more inclusive and engaged community around the arts.
- Communication and Publicity: There is an opportunity to increase awareness and publicity of Scottsdale's arts and culture.

It's important to note that while Scottsdale may have some areas where its arts and culture scene could be further developed, each city has its own unique offerings and strengths.

V. Summary of Findings: Regional Benchmarking

2. Summary of Findings – Phoenix, AZ

- All 17 benchmarked organizations are nonprofits.
- Types of organizations include exhibitions (including visual art and museums), a few theatres (including 1 children's theatre), 1 ballet, 1 symphony, and 1 opera.
- The most common type of organizations are museums, education centers, and theatres.
- Most of these organizations have an admission fee or suggested donation amount.
- Expense Budgets range from approximately \$66,000 to \$19 million.
- Revenue ranges from \$70,000 to \$22 million.
- Almost all organizations have boards, many of which are a similar size between 20-30 members total.
- These organizations generally target all audiences, with exception of Youth Theatre and Children's Museum.
- The initiatives and programming of the majority are aimed at learning and community outreach.
- Half of these organization have rental information available and appear to be open for facility rentals.
- Two of these venues have capacities up to 2,000-3,000 people.
- Many sponsors are statewide, including Arizona Commission on the Arts, Arizona Complete Health Arizona Community Foundation, Arizona Humanities.

V. Summary of Findings: Regional Benchmarking

3. Summary of Findings – Chandler, AZ

- Of the 20 Chandler organizations, 11 were for-profit organizations; the rest were nonprofit organizations.
 - Types include a variety of arts, theaters, museums, educational, and a ballet organization.
- Expense budgets are mostly not available, but of the handful provided, one organization has a \$2.2 million expense budget and the rest range from approximately \$44,000 to \$443,000.
- Revenue ranges from \$39,000 to \$2.6 million
- Staff sizes are generally 20 people or less.
- A handful of these organization had boards. Those that did have generally smaller boards of less than 15 people.
- Organizations offer art, English, and Chinese classes, as well as camps, educational initiatives and educational programs.
- These Chandler organizations target audiences of children, adults, students, and families. One organization has programming geared toward seniors, as well.
- A couple of these organizations are free to attend, but many have annual passes, class prices, or admission fees.
- Only a handful of organizations have facility rental information available.
- There is little to no sponsor information available for Chandler’s organizations.

V. Summary of Findings: Regional Benchmarking

4. Summary of Findings – Mesa, AZ

- Of the 17 benchmarked organizations in Mesa, 72% are nonprofits and 28% are for-profits.
 - Types include arts & culture organizations associated with Mesa Community College. There are no school connected organizations in the other benchmarked cities
- There are no dance organizations in our benchmarking for Mesa, AZ.
- Expense budgets range from approximately \$197,000 to \$742,000
- Many of the organizations have no financial information available on Pro Publica or GuideStar.
- Revenue ranges from \$33,000 to \$272,000
- Staff sizes for these organizations are generally 50 people or less.
- 8 of the 18 organizations benchmarked have boards, generally made up of 20 people or less.
- There is more programming specifically geared towards students and children, as well as educational programming.
- The majority of these organizations have an admission fee.
- 5 of these organizations have facility rental information available. 2 do not offer rentals at all.
- The Mesa organizations are sponsored by the Museum Association of Arizona, Central Arizona Museum Association, Arizona Historical Society
- However, the Arizona Commission of the Arts sponsors a few of the organizations benchmarked for Mesa.

VI. Summary of Findings: National Benchmarking

1. Overall Summary
2. Summary of Findings – Sarasota, FL
3. Summary of Findings – Denver, CO
4. Summary of Findings – Nashville, TN

VI. Summary of Findings: National Benchmarking

1. Overall Summary of Findings

Takeaways for Scottsdale: Scottsdale can draw inspiration from Nashville, Sarasota, and Denver by considering the following aspects:

- **Embracing Local Heritage:** Like Nashville, Scottsdale can embrace its unique local heritage and cultural traditions. By celebrating the history, art, and cultural practices specific to the region, Scottsdale can develop a distinct artistic identity that resonates with both residents and visitors.
- **Fostering Music Scene:** Nashville's success as a music city can be a model for Scottsdale. Scottsdale can nurture a vibrant music scene that attracts artists and music enthusiasts by supporting local musicians, creating venues for live music performances, and organizing music festivals.
- **Developing Cultural Institutions:** Sarasota's thriving arts scene is partly due to its cultural institutions, such as the John and Mable Ringling Museum of Art and the Sarasota Opera. Scottsdale can benefit from developing similar institutions that offer diverse cultural experiences, including museums, galleries, theaters, and performing arts centers.
- **Supporting Emerging Artists:** Denver strongly supports emerging artists through artist residencies, grants, and community engagement. Scottsdale can establish similar programs that provide resources and platforms for local artists to develop their craft, showcase their work, and connect with the community.

VI. Summary of Findings: National Benchmarking

1. Overall Summary of Findings

Takeaways for Scottsdale: (Continued)

- **Public Art Initiatives:** Denver has successfully integrated public art into its urban landscape, enhancing the city's cultural vibrancy. Scottsdale can invest in public art projects, sculptures, murals, and installations that engage and inspire residents and visitors, turning the city into an open-air art gallery.
- **Arts Education Programs:** Sarasota's commitment to arts education has contributed to its flourishing arts scene. Scottsdale can establish partnerships with local schools, colleges, and universities to provide arts education programs, workshops, and mentorship opportunities for aspiring artists, fostering a new generation of creative talent.
- **Cultural Festivals and Events:** All three cities excel in hosting cultural festivals and events that showcase various art forms and engage the community. Scottsdale can organize similar events that celebrate music, visual arts, film, literature, and other artistic disciplines, attracting artists, performers, and visitors to experience the city's cultural offerings.
- **Collaboration and Networking:** Building a strong arts and culture community requires collaboration and networking among artists, organizations, and creative individuals. Scottsdale can create platforms for artists to connect, collaborate, and share ideas, fostering a supportive and vibrant arts community.

VI. Summary of Findings: National Benchmarking

1. Overall Summary of Findings

Takeaways for Scottsdale: (Continued)

- **Arts Districts and Creative Hubs:** Creating designated arts districts or creative hubs can concentrate artistic activities, galleries, studios, and performance spaces in a centralized area. Scottsdale can designate specific neighborhoods or areas as cultural hubs, attracting artists, galleries, and creative businesses and encouraging cultural tourism.
- **Government and Private Sector Support:** Nashville, Sarasota, and Denver have benefited from government and private sector support for arts and culture. There is an opportunity for Scottsdale to work further with local government agencies, businesses, and philanthropic organizations to secure funding, grants, and sponsorships that will help develop and sustain its arts and cultural initiatives.
- Denver and Sarasota both utilize nature as inspiration for artists and just for enjoyment. Scottsdale has an opportunity to look at connections or ways to incorporate nature in the arts.
- All the benchmarked cities have a tax or funds from the city allocated for arts and culture.

VI. Summary of Findings: National Benchmarking

2. Summary of Findings – Sarasota, FL

Sarasota's elements of success in arts and culture:

- **The Ringling Legacy:** The influence of the Ringling family, particularly John Ringling and his wife Mable, has had a lasting impact on Sarasota's arts and culture. John Ringling was a circus magnate and art collector who established the Ringling Museum of Art, the Circus Museum, and Ca' d'Zan, a stunning mansion now part of the museum complex. Their vision and patronage laid the foundation for Sarasota's cultural landscape.
- **The Ringling College of Art and Design:** The presence of the Ringling College of Art and Design has contributed significantly to Sarasota's artistic reputation. As a leading art and design institution, it attracts talented students and faculty members, fostering a creative atmosphere that permeates the city.
- **Arts Organizations and Institutions:** Sarasota is home to numerous arts organizations and institutions contributing to its cultural vibrancy. These include the Sarasota Opera, Sarasota Ballet, Asolo Repertory Theatre, Sarasota Orchestra, and the Sarasota Art Museum. These institutions offer diverse performances, exhibitions, and educational programs catering to various artistic disciplines.
- **The Sarasota School of Architecture:** Sarasota gained recognition for its unique architectural style, known as the Sarasota School of Architecture. This mid-century modern movement, characterized by clean lines, open spaces, and integration with the natural environment, has left a lasting impact on the city's-built environment. It has become a source of inspiration for artists and designers, contributing to the artistic atmosphere of Sarasota.

VI. Summary of Findings: National Benchmarking

2. Summary of Findings – Sarasota, FL

- **Festivals and Events:** Sarasota hosts various festivals and events celebrating arts and culture. The Sarasota Film Festival, Sarasota Music Festival, Sarasota Chalk Festival, and the Ringling International Arts Festival are just a few examples. These events attract artists, performers, and visitors worldwide, showcasing Sarasota's commitment to arts and culture.
- **Natural Beauty and Inspiring Surroundings:** Sarasota's stunning natural beauty, with its pristine beaches, lush landscapes, and picturesque waterfronts, provides a captivating backdrop for artistic inspiration. The city's proximity to the Gulf of Mexico and its year-round pleasant weather also make it an inviting place for artists to work and showcase their creations.
- **Supportive Community and Philanthropy:** Sarasota benefits from a supportive community that values the arts and culture. Numerous philanthropic organizations and individuals actively contribute to the city's artistic development, providing financial support, grants, and sponsorships for artists and cultural initiatives.

VI. Summary of Findings: National Benchmarking

2. Summary of Findings – Sarasota, FL

- **Public Art and Cultural Amenities:** Sarasota embraces public art, with numerous sculptures, murals, and installations scattered throughout the city. The presence of cultural amenities, such as the Van Wezel Performing Arts Hall and the Art Center Sarasota, further enhances the city's cultural offerings.
- **Arts Education and Workshops:** Sarasota prioritizes arts education and offers various workshops and classes for all age groups. These opportunities allow residents and visitors to develop their artistic skills and engage with different art forms, fostering a culture of creativity and lifelong learning.
- **Collaborative and Innovative Spirit:** Sarasota's arts and culture community thrives on collaboration, innovation, and experimentation. Artists, organizations, and individuals often come together to create interdisciplinary projects, pushing the boundaries of traditional art forms and fostering a dynamic and evolving cultural scene.
- **Sarasota County levies a 1% Tourist Development Tax on accommodations, which is used to fund various cultural organizations and projects. This tax has been crucial in supporting the arts and cultural scene in Sarasota.**

VI. Summary of Findings: National Benchmarking

3. Summary of Findings – Denver, CO

Denver's elements of success in arts and culture:

- **Geographical Location:** Denver's central location in the United States makes it easily accessible for artists, performers, and cultural enthusiasts from across the country. Its proximity to the Rocky Mountains also provides a stunning natural backdrop that inspires artistic expression.
- **Thriving Creative Community:** Denver has a robust and supportive creative community, with artists, musicians, designers, and performers collaborating and inspiring each other. The city nurtures talent through grants, artist residencies, and arts education programs.
- **Urban Revitalization:** Denver has undergone significant urban revitalization efforts over the past few decades, transforming old warehouses and industrial spaces into vibrant art districts. This revitalization has attracted artists, galleries, and creative businesses, further contributing to the city's cultural scene.
- **Western Culture and Heritage:** Denver embraces and incorporates its Western heritage into its arts and culture. This unique blend of Western traditions, Native American influences, and contemporary art forms creates a distinctive cultural identity that sets Denver apart.
- **Outdoor Recreation:** Denver's abundance of outdoor recreational opportunities, including hiking, skiing, and biking, attracts individuals who value an active and nature-centric lifestyle. This outdoor culture intertwines with the arts, inspiring outdoor performances, festivals, and public art installations.

VI. Summary of Findings: National Benchmarking

3. Summary of Findings – Denver, CO

- **Innovation and Entrepreneurship:** Denver's entrepreneurial spirit extends to the arts and culture sector. The city fosters innovation and experimentation, encouraging artists to push boundaries and explore new forms of artistic expression.
- **Festivals and Events:** Denver hosts a wide range of festivals and events throughout the year, celebrating various art forms, cultures, and genres. These events promote cultural exchange, attract visitors, and provide platforms for local and international artists to showcase their work.
- **Sustainability and Environmental Consciousness:** Denver strongly focuses on sustainability and environmental consciousness. This commitment is often reflected in artistic endeavors, with many artists and organizations incorporating eco-friendly practices and themes into their work.
- **Collaborative Partnerships:** Denver's arts and culture scene thrives on collaboration and partnerships. Artists, organizations, and businesses frequently work together to create unique, immersive experiences that engage audiences and enhance the city's cultural offerings.
- **Public and Private Support:** Denver benefits from public and private support for arts and culture. The city government, philanthropic organizations, and businesses invest in cultural initiatives, providing funding and resources to artists, organizations, and events. **In Denver, the Scientific and Cultural Facilities District (SCFD) is a voter-approved tax funding over 300 arts, cultural, and scientific organizations in the seven-county Denver metropolitan area. The SCFD tax is currently 0.1% (one penny for every \$10 spent).**

VI. Summary of Findings: National Benchmarking

4. Summary of Findings – Nashville, TN

Nashville's elements of success in arts and culture:

- **Music City:** Nashville's nickname, "Music City," reflects its rich musical heritage and vibrant music scene. The city is widely recognized as the center of the country music industry, with iconic venues like the Grand Ole Opry and the Ryman Auditorium. Nashville has also diversified its musical offerings, embracing other genres such as rock, blues, jazz, and indie music. The city's deep-rooted musical traditions and diverse musical landscape have attracted artists, musicians, and music enthusiasts from around the world.
- **The Country Music Hall of Fame and Museum:** The presence of the Country Music Hall of Fame and Museum has been instrumental in establishing Nashville as a cultural hub. The museum showcases the history and evolution of country music, preserving its heritage and celebrating its legends. It offers exhibits, live performances, educational programs, and archives that attract visitors and contribute to Nashville's cultural identity.
- **Music Education Institutions:** Nashville is home to several prestigious music education institutions, including Belmont University and Vanderbilt University's Blair School of Music. These institutions attract talented musicians, nurture artistic development, and contribute to the city's musical talent pool. They also offer educational programs, workshops, and performances that enrich Nashville's cultural landscape.

VI. Summary of Findings: National Benchmarking

4. Summary of Findings – Nashville, TN

- **Live Music Venues:** Nashville boasts an abundance of live music venues, ranging from intimate bars and clubs to large concert halls. The city's famous Broadway strip is lined with honky-tonks and live music establishments that offer performances throughout the day and night. This concentration of venues provides ample opportunities for emerging artists to showcase their talent, fostering a vibrant and accessible music scene.
- **The Frist Art Museum:** The Frist Art Museum, housed in a former post office building, is a prominent visual arts institution in Nashville. It hosts diverse exhibitions, from classical to contemporary art, showcasing national and international artists. The museum also offers educational programs, workshops, and community outreach initiatives, making art accessible to all.
- **Creative Community:** Nashville's creative community is known for its collaborative and supportive spirit. Artists, musicians, writers, and other creatives often collaborate and inspire each other, fostering an environment of innovation and artistic exploration. This sense of community has contributed to the city's cultural growth and the emergence of new artistic voices.
- **Songwriting and Publishing Industry:** Nashville has a thriving songwriting and publishing industry, attracting aspiring songwriters worldwide. The city's music publishing companies, songwriting workshops, and industry networking opportunities provide a nurturing environment for songwriters to hone their craft. Nashville's focus on songwriting has influenced the music industry and contributed to the city's cultural reputation.

VI. Summary of Findings: National Benchmarking

4. Summary of Findings – Denver, TN

- **Southern Culture and Heritage:** Nashville embraces its Southern heritage and traditions, incorporating them into its arts and cultural offerings. The city's rich history, culinary scene, literary traditions, and visual arts reflect the diverse aspects of Southern culture. This unique blend of cultural influences adds depth and authenticity to Nashville's arts and cultural landscape.
- **Festivals and Events:** Nashville hosts numerous festivals and events celebrating arts and culture. The CMA Music Festival, AmericanaFest, Nashville Film Festival, and the Nashville Shakespeare Festival, among others, attract artists, performers, and visitors, showcasing Nashville's commitment to artistic expression across various disciplines.
- **Supportive Infrastructure:** Nashville has invested in cultural infrastructure, including state-of-the-art performance venues, art galleries, and public art installations. The city's commitment to supporting the arts through grants, funding, and incentives has created an environment where artists and cultural organizations can thrive. **In Nashville, the Metro Nashville Arts Commission (MNAC) receives funding from the city's general fund, which is allocated towards arts and cultural programs. The Tennessee Arts Commission also provides grants to support arts organizations and initiatives across the state.**

VII. Summary of Findings: Stakeholder Engagements

1. Intake & Discovery: Stakeholder Engagements summary
2. Community Survey Analysis – TBD

VII. Summary of Findings: Stakeholder Engagements

1. Intake & Discovery: Stakeholder Engagements - Major Themes

■ **Communication**

- Respondents indicate they often are unaware of events and programming happening. There is a desire to increase outreach and communication and build awareness of the multitude of events happening across Scottsdale.

■ **Partnerships**

- There are opportunities for a variety of partnerships and collaboration across organizations in Scottsdale and with other cities/communities surrounding Scottsdale.

■ **DEIA Work**

- While DEIA work has been integrated into Scottsdale's strategic plan in multiple areas, there are opportunities to increase the work despite some resistance.

■ **Arts Education**

- Arts education is a point of pride for many respondents, but there is also an expressed desire to expand programming beyond students to include adults and seniors.

■ **Arts Engagement in the Region**

- There is room to engage with the areas of Scottsdale that are not considered as often, such as northern Scottsdale. Different areas, however, may require different approaches due to their varying populations.

VIII. Arts Consulting Group



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ACG is the leading provider of hands-on strategic planning and capacity building services for the arts and culture industry. ACG also provides interim management, executive search, revenue enhancement, and facilities & program planning services. ACG consultants are located in communities throughout North America to best serve the needs of its clients.

ACG's mission is to support and strengthen a sustainable and vibrant arts and culture community by offering customized and integrated professional management consulting services.

ACG's vision is to be known for the highest quality personalized services and ethical standards, recognized as a significant intellectual resource to the industry, and respected for breadth of experience and depth of knowledge in all cultural disciplines and functional areas of expertise.



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Thank You!

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An architectural rendering of a modern arts campus at night. The scene is a large, open-air courtyard with a paved ground. In the background, a large, curved building with a glass facade and a sign that reads "CONSOLARI" is illuminated. A prominent feature is a large, glowing, cylindrical structure that appears to be a conservatory or a stage, with a large window showing an interior scene. The courtyard is filled with people, including a family with children, a man sitting on a bench with a dog, and others walking or sitting at outdoor tables. The lighting is warm and inviting, with string lights and recessed ceiling lights. The sky is dark blue, suggesting twilight or early evening. The overall atmosphere is vibrant and community-oriented.

Transformable Venue, Conservatory, Community Maker's Spaces: 10-Acre Arts Campus in Central Scottsdale