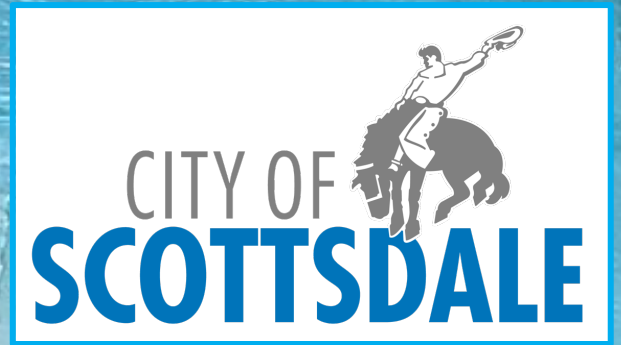




Arts
Consulting
Group



Assessment Reports

Scottsdale, AZ

July 2024



Arts
Consulting
Group

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I. Executive Summary

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1. Letter from the City

The City of Scottsdale is excited to announce the completion of a comprehensive Arts and Cultural Needs Assessment conducted by the Arts Consulting Group. This in-depth analysis provides invaluable insight into the current landscape and future needs of our vibrant arts and culture sector. This assessment will allow the City to better support the artists and arts organization that contribute to our high quality of life and world-class status.

The Arts and Cultural Needs Assessment has thoughtfully evaluated our existing resources, programming, facilities, and capacity. It has identified key opportunities for strategic growth and investment to better serve our creative community and residents alike. With these findings, the City of Scottsdale can cultivate an environment where arts and culture can thrive for generations to come.

We extend our sincere gratitude to all the community members, arts organizations, and task force members who contributed their invaluable perspectives as well as Arts Consulting Group for their dedicated efforts in this endeavor.

Sincerely,
City of Scottsdale



2. Top Findings

Bright Spots - existing highlights for further investment

- The existing emphasis on public art.
- Support from Scottsdale community members through attendance and participation for the majority of art organizations.
- Strengths of some existing venues that meet programmatic needs for arts organizations.
- Variety, quality, and number of offerings in Scottsdale.
- Strong arts and culture leaders across Scottsdale's organizations.

2. Top Findings

Considerations- spotlighting areas of significant need or challenge

- Improving the relationship (transparency/trust/communication) between the city and the arts and culture organizations.
- Funding process (parameters/transparency...).
- Venue distribution among areas of Scottsdale.
- Facility upgrades.
- Local collaborations, partnerships, and collective initiatives among organizations, communities, and artists.
- Need for more operational funding (i.e., staffing..).
- Investing in local artistic opportunities (engaging local artists).

2. Top Findings

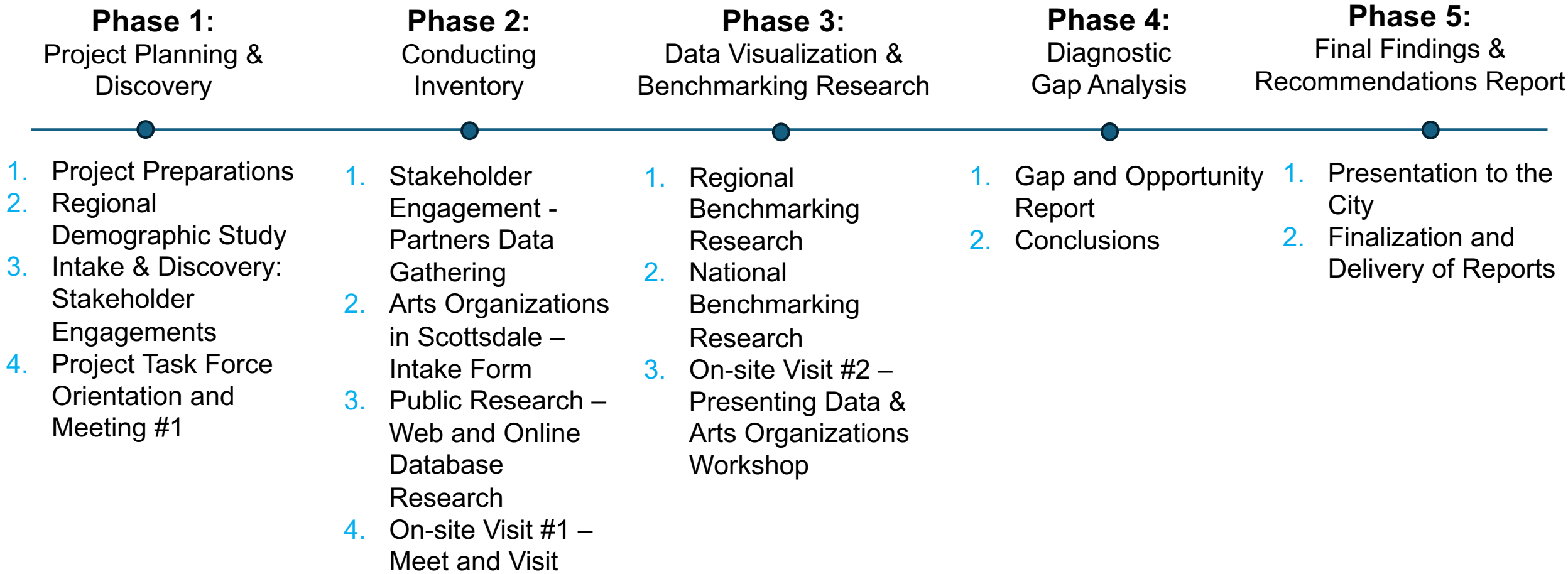
Frameworks- concepts for potential future programs and initiatives

- Education and Youth Programming.
- Inclusion, diversity, equity, and accessibility efforts.

Explorations - areas that deserve long-term planning and iterative development

- Cultural master planning for
 - Distribution of venues
 - Collaboration and partnership initiatives (council, rotating committee...).
 - Long-term funding vision and models.
- Planning for new and existing facilities (feasibility study, operational modeling...).

3. Project Timeline



4. Methodology

- **Project Preparations**
 - Three preparation meetings were held at the start of the Cultural Assessment process, with 6 participants, all representatives of the Scottsdale community.
- **Background Information Internal Documents and Previous reports review**
 - Review of Internal Documents, including Board & Staff Demographics, Budgets for several years, Audited Financials, the Anti-Racism Action Plan, and Strategic Planning Meeting Minutes
- **Regional Demographic Study**
 - Using the Claritas Mapping System, ACG pulled demographic reports, including gender, age, household 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.
- **Intake & Discovery: Stakeholder Engagements**
 - Advisory groups and Interviews with a total of 26 participants. Groups were organized by stakeholder type:
 - Artists and arts organizations
 - Funders and service providers
 - Business and civic leadership
 - Individual Interviews

4. Methodology

Arts Organizations in Scottsdale – Intake Form

- ACG distributed an intake form for the Organizations in Scottsdale. The form launched on December 4, 2023, and closed on December 31, 2023. Of all the forms started, the completion rate was 81%. Total responses received from organizations: 35
- On February 27, 2024, ACG conducted an Arts and Culture Workshop where respondents were invited to review the findings and participate in a Strengths, Weaknesses, Opportunities, and Threats analysis of Scottsdale’s Arts and Culture and each organization.
 - 32 total people participated in the workshop representing 20 organizations and 4 participants from the city of Scottsdale.

Regional & National Benchmarking Research

- ACG Worked with the Task Force for the project to establish a list of comparable regional and national cities to Scottsdale, AZ, to analyze and provide context to the levels of success and areas of improvement within the city’s arts and culture programming, grants, management, relationship with organizations in the area and more.
- Benchmarked cities include:
 - Regional: Phoenix, AZ, Chandler, AZ, Mesa, AZ
 - National: Sarasota, FL, Nashville, TN, Denver, CO
- Each city was thoroughly reviewed through secondary research and primary research in the form of interviews held with leadership members in the city or county’s arts and culture departments.
- Tours to specific organizations occurred during on-site visits: Holland Center, Ravenscroft, North Scottsdale Public Art (Pima Freeway, Central Scottsdale, Waterfront (Canal Convergence Site), Taliesin West, Cattle Track, Museum of the West, Stagebrush Theater, Artist School, Scottsdale Arts.

II. Reports Summaries

1. Gap and Opportunity Report Summary

Opportunities identified in Scottsdale's Arts and Culture based on overall input from the community, artists, art organizations leaders:

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.
- **“Think about creating programs for the 10 million visitors that will connect them to our arts scene.”**

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.
- **“Developing long-term relationships with regional organizations.”**

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.
- **“Incorporating Indigenous Art Festivals and more Native decision makers.”**
- **“More diverse performances.”**

Gaps identified in Scottsdale's Arts and Culture based on overall input from the community, artists, art organizations leaders:

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.
- **“No venues for local artists’ clubs.”**

Community Engagement and Outreach

- There is 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.
- **“Community can be more aware of arts and culture opportunities.”**

Arts Education and Integration

- While Scottsdale values arts education, there is an opportunity to further integrate arts into the curriculum 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.
- **“Great need for youth education.”**

Support for Emerging Artists

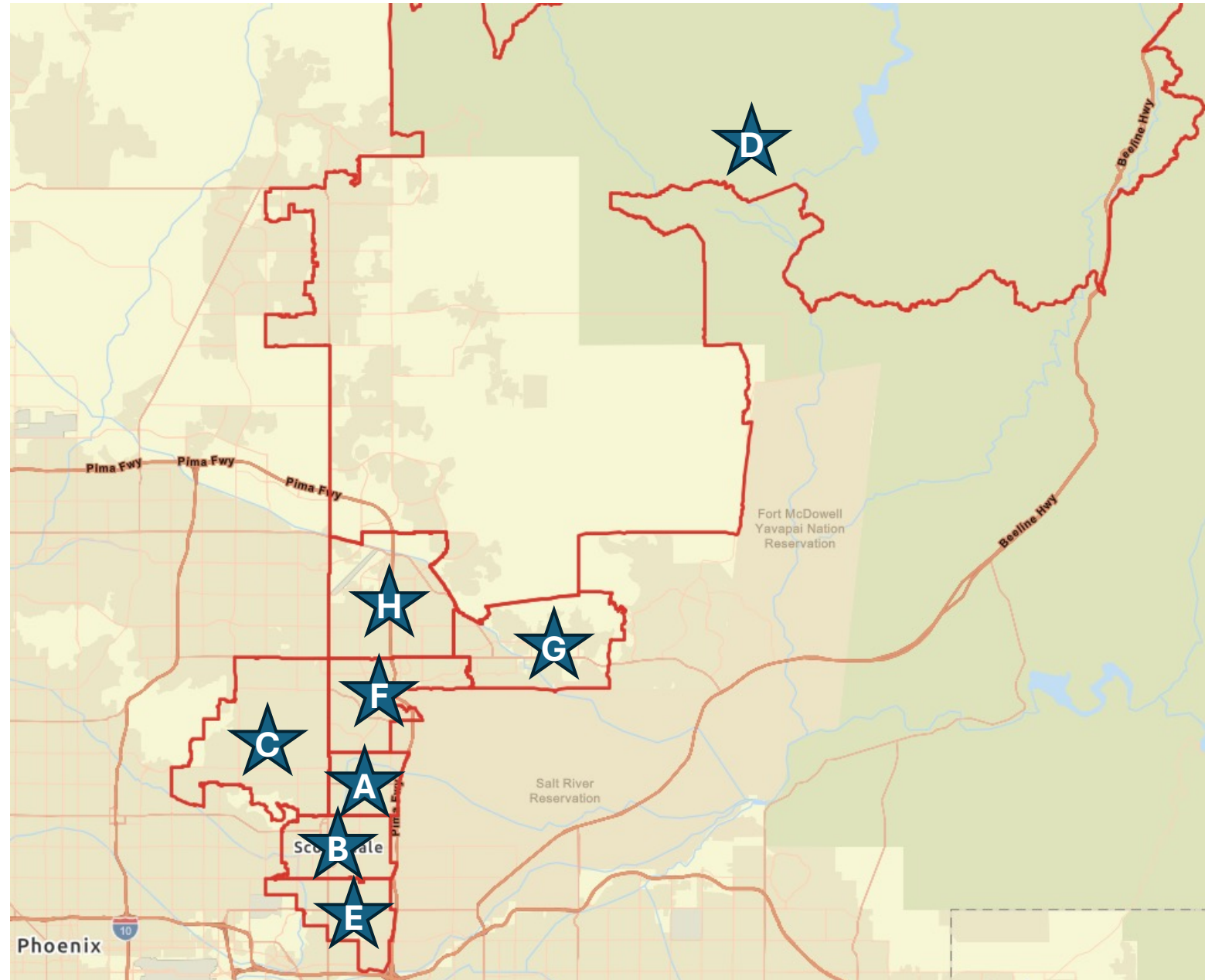
- Scottsdale could enhance its support for emerging artists by providing mentorship programs, grants, residencies, and accessible spaces. This would nurture artistic talent, encourage innovation, and contribute to the growth of the local arts community.
- **“Lack of opportunity for professional and local artists, at least in performing arts.”**

2. Demographic Study Report Summary



Scottsdale, AZ

- Using the Claritas Mapping System, ACG pulled demographic reports, including gender, age, household types, household income, etc.
- Using those reports, a comprehensive assessment of current trends and projected growth was conducted by individually reviewing each zip code and comparing them.
- The following zip codes within Scottsdale were the focus of the 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



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 (ages 0-17) than other areas, but that number is expected to plateau soon.
- Old Town/Downtown, East Extension, and South Scottsdale are the best areas to focus on for a younger target audience
- Resort Corridor, Shea Area, South Scottsdale and Cactus Corridor/Airpark are areas projected to attract or see a continued increase in older populations.

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, with only 27% of the population holding a bachelor's degree and 35% of the population making less than \$49,000 per year.
- Town of Paradise Valley, North Scottsdale, East Extension, Shea Area, and Resort Corridor are areas to target wealthier audiences.
- Town of Paradise Valley (46%) and North Scottsdale (37%) have the highest population percentages household incomes over \$200,000.

Households

- There is a majority of Married Couples without Children across the board, with all areas having percentages of 44-63% in this category.
- The town of Paradise Valley (7%), North Scottsdale (7%), and East Extension (7%) have the most Households of 5 or more people.
- Old Town/Downtown has the most non-family Households (49%)
- South Scottsdale has the most non-married households (19%).

Demographics Comparison

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

Demographics Comparison

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

Demographics Comparison

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/Airpark	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

3. Benchmarking Report Summary

Regional & National Benchmarking Research

- ACG Worked with the Task Force for the project to establish a list of comparable regional and national cities to Scottsdale, AZ to analyze and provide context to the levels of success and areas of improvement within the cities' arts and culture programming, grants, management, relationship with organizations in the area and more.
- Benchmarked cities include:
 - Regional:
 - Phoenix, AZ
 - Chandler, AZ
 - Mesa, AZ
 - National:
 - Sarasota, FL
 - Nashville, TN
 - Denver, CO
- Each city was reviewed through secondary research and primary research in the form of interviews held with leadership members in the city or county's arts and culture departments.

1. Summary of Scottsdale Documents

Community Arts Grant 2023–24 Grant Year Application Instructions

Factors of eligibility for different grants:

501(c)(3) status

3-year history of programming prior to deadline

Primary business located in Scottsdale

100% arts related organizations

3-year history of programming prior to deadline

Will not consider requests for:

Individuals

Multi year commitments

Building or construction projects

Attendance or travel for conferences

Fundraising events

After school programs run by school personnel

1. Summary of Scottsdale Documents

City Council Report

- “Resource Impact of Sufficient funding in the amount of \$6,165,500 is included in the city’s FY 2023/24 Adopted Operating Budget for the financial participation agreement.”

Management Services Agreement

Objectives include

- Provide services to arts and cultural facilities in Scottsdale
- Engage community
- Develop an A&C needs assessment
- Increase partnerships with local arts organizations
- Ensure ongoing operation of the citywide A&C calendar
- Arts education and outreach for the community
- Manage city artwork and public art
- Operate and manage programming
- Increase funding over time
- Increase private revenues

SA Operational Plan FY24

Strategic goals include

- Culture and identity
- Audience development and programming
- Campus development
- Programming FY23/FY24
- Finance

2. Overview

Scottsdale, AZ

- Population (2023) – 244,394
- Amount Budgeted for the Arts – \$7,466,375
 - This amount includes the General Fund for Scottsdale Arts (\$6,165,500) and \$650,000 from the Tourism Development Fund for Scottsdale's Museum of the West. This also includes FY 2023/24 year-to-date spending of \$650,875 for the Arts in Public Places capital spending.
 - This total amount does not include other city operating and capital spending on arts and cultural facilities, including Scottsdale Civic Center, Scottsdale Center for the Performing Arts, Scottsdale Museum of Contemporary Arts, Scottsdale's Museum of the West (SMoW), Scottsdale Artists' School and Stagebrush Theater.
 - Although Scottsdale does not budget for Scottsdale Arts earned and contributed revenue, or for SMoW's, the total budgets would be higher and more comparative with other city-run facilities. This is because they are able to budget for both their expenses, which would be based on their total earned and contributed revenues, and city support.

Mesa, AZ

- Population (2023) – 511,684
- Amount Budgeted for the Arts – \$20,248,813.
 - Arts and Culture Proposed Budget summary for FY 23/24 includes projections for Earned and Contributed Revenues (\$10,276,900) and General Fund Contribution (\$9,971,913) totalling their resources at \$20,248,813 and anticipated expenses at \$20,628,000.

Chandler, AZ

- Population (2023) – 280,167
- Amount Budgeted for the Arts – \$14,029,278
 - 2023-24 Adopted budget for Cultural Development – is more broad in how support for the arts is determined as admin are considered city employees, They include Cultural Development Capital as part of their budget for this coming year. Of this total budget, Cultural Development Administration (\$385,807), Center for the Arts (\$2,712,034), Downtown Redevelopment (\$418,925), Cultural Development Capital (\$9,129,983), Special Events (\$535,448), and Museum (\$847,081)

2. Overview

Phoenix, AZ

- Population (2023) – 1,650,070
- Amount Budgeted for the Arts – \$1,700,000
 - The interview with Mitch Menchaca mentioned that they allocate \$1 per person, so a 1:1 ratio for the arts. Noting that in the budget it lists an update that their Community Arts Grants propose an increase in grant funding from \$125,000 to \$250,000.

Denver, CO

- Population (2023) – 716,577
- Amount Budgeted for the Arts – \$92,730,282
 - Noted under Culture and Recreation Estimated Expenditures for 2024. Of the Denver Arts and Venues Appropriated Special Revenue Fund, Estimated 2024 expenses are as such: Denver Arts and Venues (\$67,730,282) and Transfer to Grant/other CIF (\$25,000,000)
 - From ACG's conversation with Tariana Navas-Nieves, this does not include SCFD funding. The \$92,000,000 is the agency budget as the city's arts and culture agency. They operate as a special revenue fund.

Nashville, TN

- Population (2023) – 682,130
- Amount Budgeted for the Arts – \$5,461,700
 - For the 2024-24 Budget Summary, the Metro Arts Commission notes the amount from the GSD General Fund.

Sarasota, FL

- Population (2023) – 57,602
- Amount Budgeted for the Arts – \$514,040
 - Budget Summary for Fiscal Year 2023-24 for Public Art is noted under General fund – Special Revenue Funds.

3. 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).

3. 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.
- Denver is 98th percentile in Arts Providers compared to Maricopa County, in the 90th percentile. Sarasota is in the 94th percentile.

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

3. 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.
- Nashville is 99th percentile in Arts Providers compared to Maricopa County in the 90th percentile

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

3. 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.

3. 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.

4. Stakeholder Engagement Summary



1. Intake & Discovery: Stakeholder Engagements – Methodology

- Advisory groups and Interviews with a total of 26 participants. Groups were organized by stakeholder type:
 - Artists and arts organizations
 - Funders and service providers
 - Business and civic leadership
 - Individual Interviews
- Tours to specific organizations occurred during on-site visits as well: MIM, Holland Center, Ravenscroft, North Scottsdale Public Art (Pima Freeway, Central Scottsdale, Waterfront (Canal Convergence Site), Taliesin West , Cattletrack , Museum of the West, Stagebrush Theater, Artist School, Scottsdale Arts

Names			
Alison Lewis	Jeff Zischke	Michelle Pabis	Stuart Graff
Allan Naplan	Jennifer Roswall	MJ Rynd	Scott Menzel
Betty Hum	Joy Partridge	Patrick McWhortor	Tammy Caputi
Cece Cole	Karen Churchard	Rachel Sacco	Tammy McLeod
Dennis Robbins	Mark Stanton	Richard Coleman	Trudy Hays
James Burns	Matt Magee	Rob Millar	
Janie Ellis	Maureen Dias-Watson	Steve Tepper	

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.

5. Secondary Research Summary

Scottsdale Overall Cultural Inventory Findings

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.

Scottsdale Overall Cultural Inventory Findings

- **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.

6. Arts and Culture Organizations Intake Analysis Report Summary

Methodology

■ Arts Organizations in Scottsdale

- The intake form included a total of 85 questions that included the following:
 - Introduction
 - Section I: Arts & Culture in Scottsdale (5 Questions)
 - Section II: General Information (6 Questions)
 - Section III: Mission, Vision, Values, and Diversity Initiatives (5 Questions)
 - Section IV: Organizational Staffing & Volunteers (7 Questions)
 - Section V: Venue Details (31 Questions)
 - Section VI: Subscriptions/Membership (4 Questions)
 - Section VII: Ticketing Options & Prices (5 Questions)
 - Section VIII: Organizational Programming (5 Questions)
 - Section IX: Finances (13 Questions)
 - Section X: Additional Questions (3 Questions)
 - Section XI: Contact Information (1 Question)
- It launched on December 4, 2023, and closed on December 31, 2023.
- Of all the intake forms started, the completion rate was 81%.
- Total responses received from organizations: 35

Overall Summary of Findings

Strengths:

- Top strengths of the arts and culture community in Scottsdale reported by respondent organizations include the community and their support and the location and specific venues.

Weaknesses:

- Top weakness of the arts and culture community in Scottsdale reported by respondent organizations include a lack of support and funding, venue-related challenges, and lack of communication and awareness of the art organizations and events.

Opportunities:

- Top opportunities of the arts and culture community in Scottsdale reported by respondent organizations include location-related opportunities, funding opportunities, and partnerships, collaborations, and community engagement opportunities. When asked to self-identify, 88% of the 34 organizations that responded said they were representative of educational organizations.

Additional Info:

- Top reported offerings of the respondent organizations included music and visual arts.
- Top reported constituents served by the organizations included residents of Scottsdale, adults, seniors, and students.

Overall Summary of Findings

ACG's Breakdown of Responding Organizations by Discipline

17% Arts Education (6)	11% Music (4)
9% Culture Org (3)	9% Interdisciplinary (3)
6% Dance (2)	9% Symphony/Orchestra (3)
3% Film (1)	17% Theater (6)
6% Foundations (2)	6% Visual Art (2)
9% Gallery/Museum (3)	

7. Scottsdale City Intake Form Summary

Scottsdale City Intake Form Summary

The City of Scottsdale asked for feedback from residents about Arts and Culture. 553 people participated. The form was live from March 30, 2024-April 12, 2024.

95% of participants agree that arts and culture are very important or important. In addition, participants were mostly satisfied or wanted more arts in Scottsdale. 49% of participants said there was the right amount of arts and culture in Scottsdale. 42% would like more.

Participants noted accessibility (geography, cost, parking), variety of programming, and quality of programming as some of the best parts of arts and culture in Scottsdale. In terms of improvements, over 20% of all comments were related to communication, marketing, and general awareness of events. Participants also wanted to see more programming, different types of programming, and more programming all over the city.

III. Appendices

Appendix A: Demographic Study Report

Appendix B: Benchmarking Report

Appendix C: Stakeholder Engagement Report

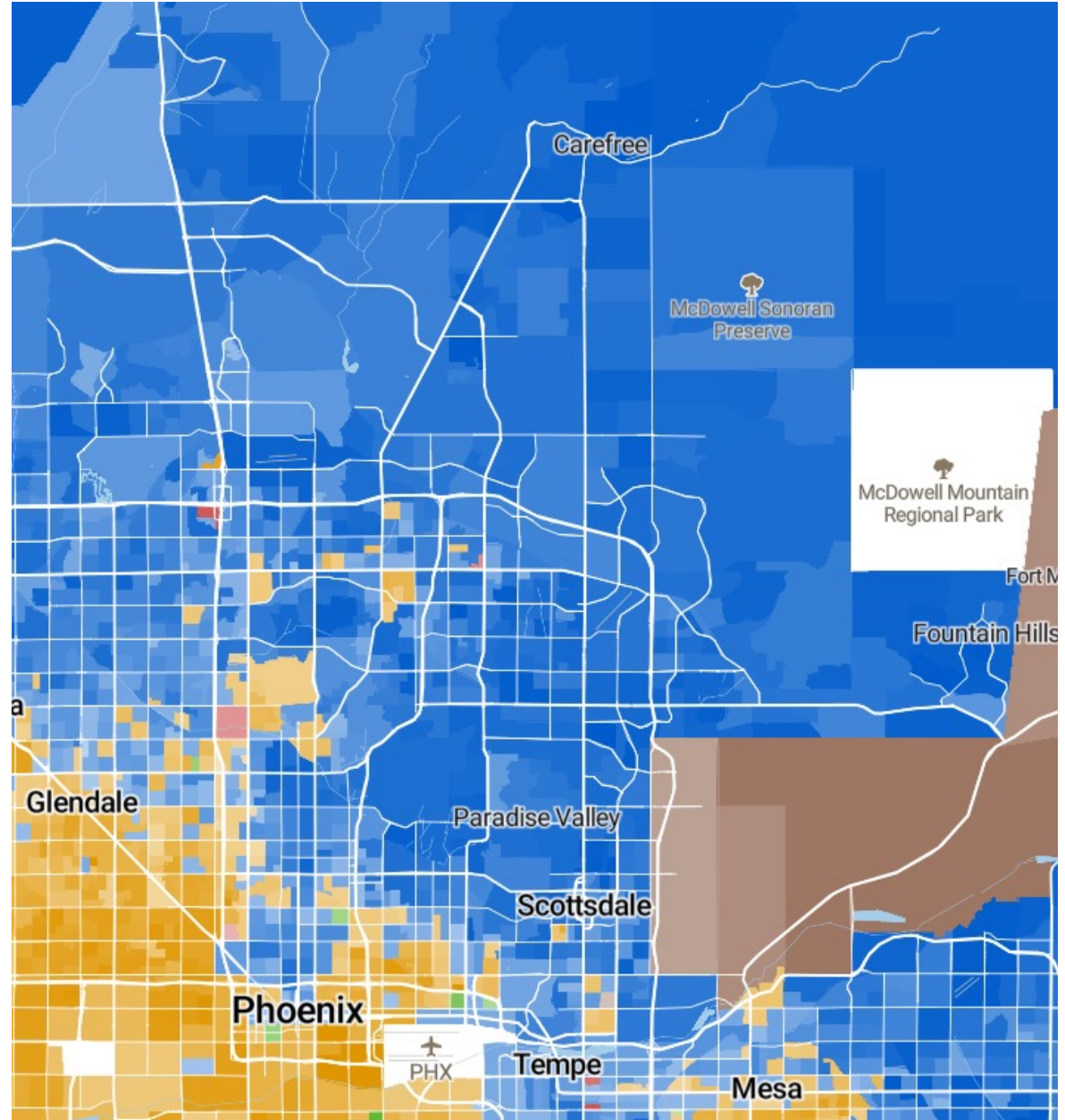
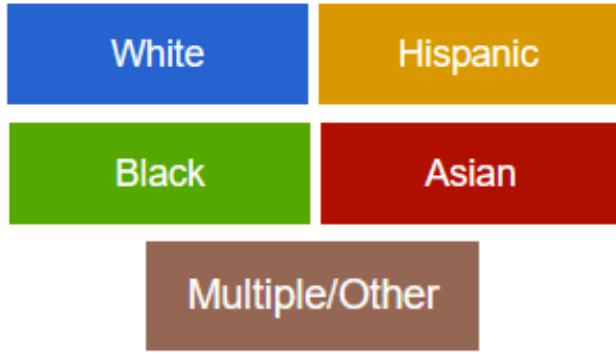
Appendix D: Arts and Culture Organizations Intake Form Analysis Report

Appendix A: Demographic Analysis

Findings – Race

- "The majority race in Scottsdale overall is white at 79.0% of residents. The next most-common racial group is Hispanic at 9.9%. There are more white people in the central areas of the city. People who identify as Hispanic are most likely to be living in the southwest places."

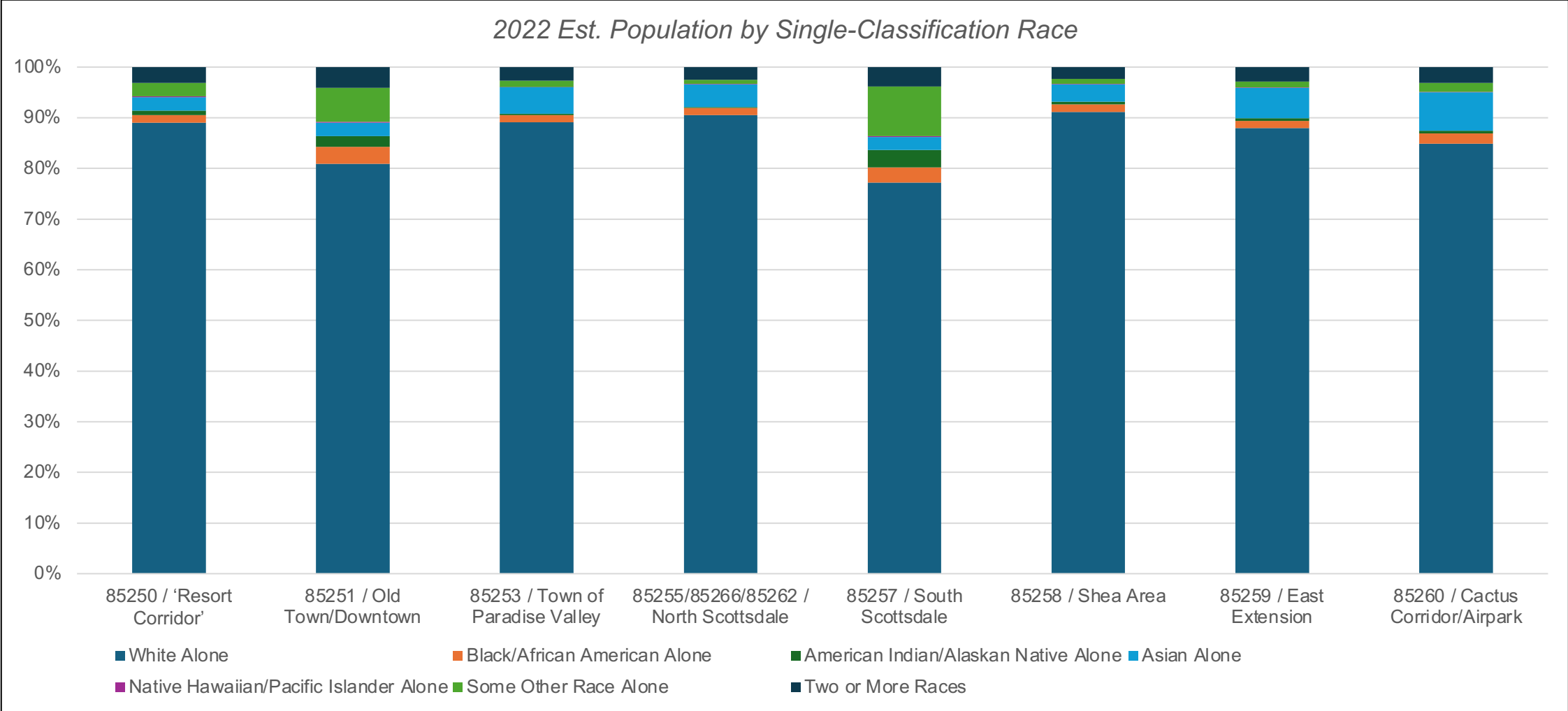
▪ Map Key:



* Source: <https://bestneighborhood.org/race-in-scottsdale-az/>

Findings – Race

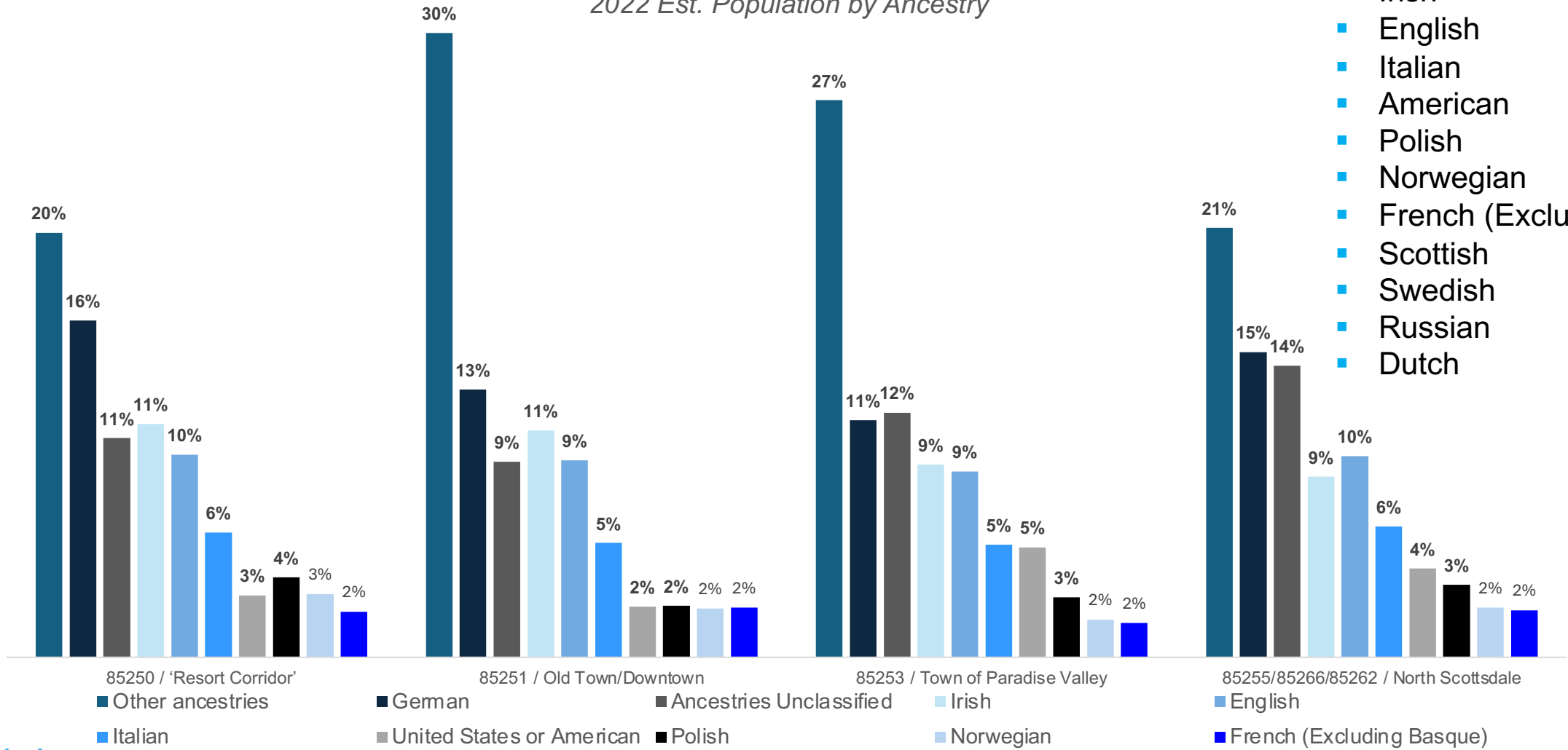
- All areas are primarily White



Findings – Ancestry

- The most common ancestries overall in Scottsdale include:
 - German
 - Irish
 - English
 - Italian
 - American
 - Polish
 - Norwegian
 - French (Excluding Basque)
 - Scottish
 - Swedish
 - Russian
 - Dutch

2022 Est. Population by Ancestry

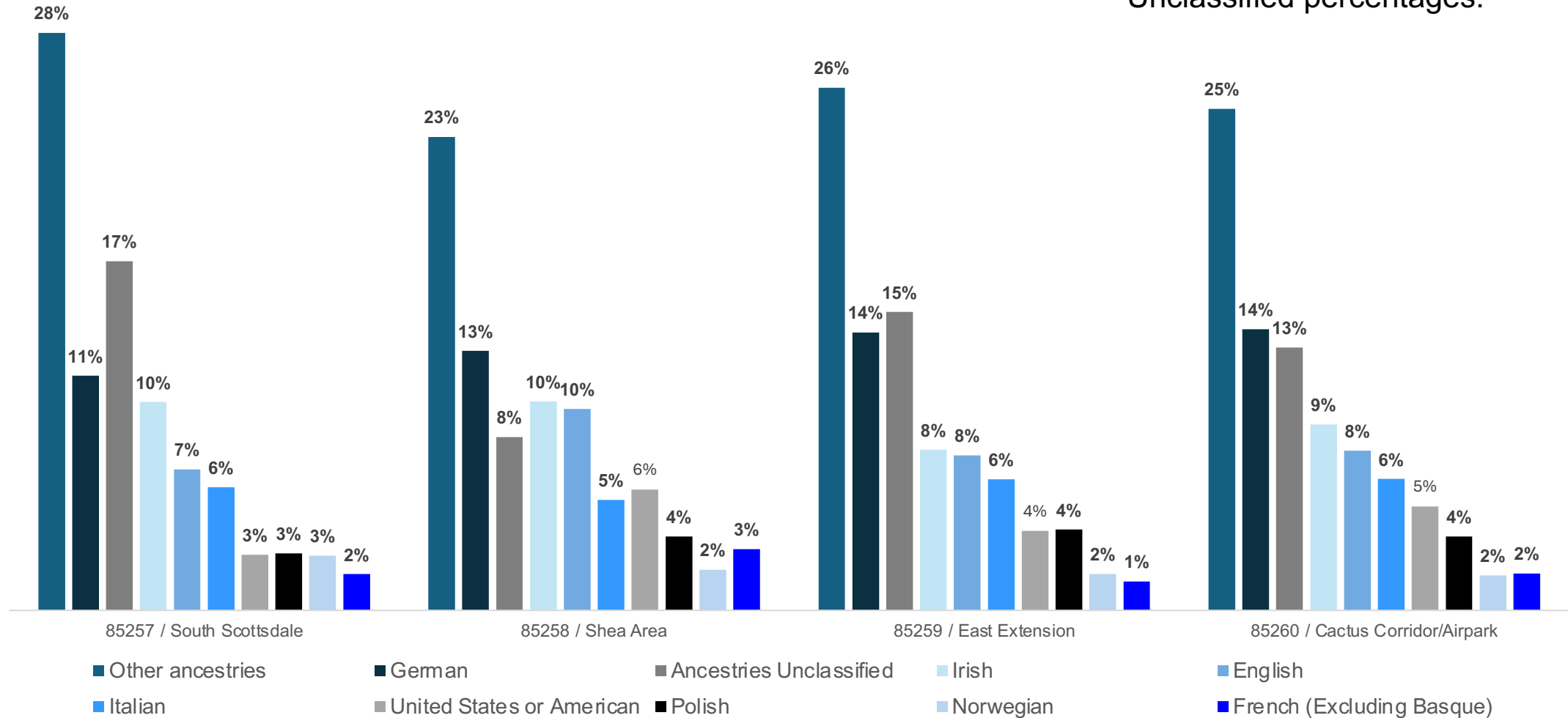


* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
Confidential and for internal use only

Findings – Ancestry (cont.)

- The most common ancestries remained consistent in all zip codes, though it is important to note the number of Other Ancestries and Unclassified percentages.

2022 Est. Population by Ancestry

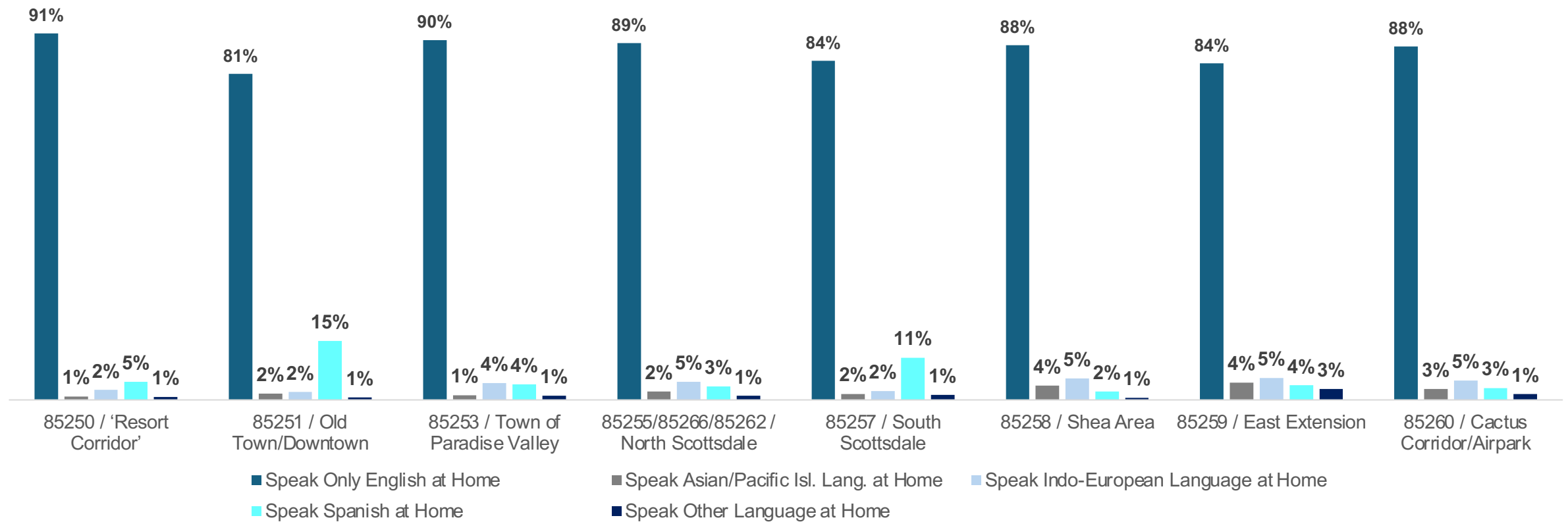


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Findings – Language

- English is Scottsdale’s most spoken language, used by 80-90% of the population across each zip code. This is followed by Spanish, Indo-European Languages (French, Portuguese, Russian, Dutch, etc.), Asian/Pacific Island Languages (Chinese, Vietnamese, Korean, Tagalog, etc.) and Other Languages.
- Old Town/Downtown and South Scottsdale have the largest Spanish speaking homes.

2022 Est. Pop Age 5+ by Language Spoken At Home

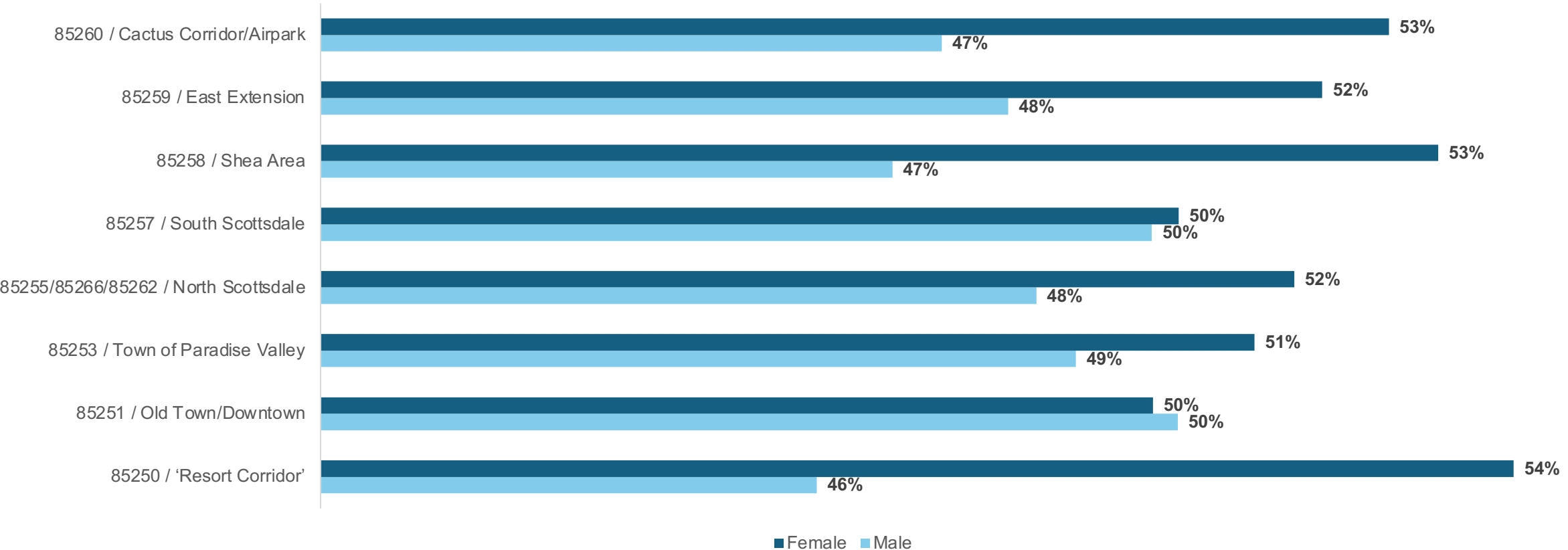


* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Findings – Gender in Scottsdale

- In all zip codes assessed, women make up 51.6% of the population while men make up 48.4%.
- The difference between Female and Male populations is biggest in the Resort Corridor and Shea Area, and smallest in Old Town/Downtown and South Scottsdale where the population is almost evenly split.

2022 Est. Population by Sex

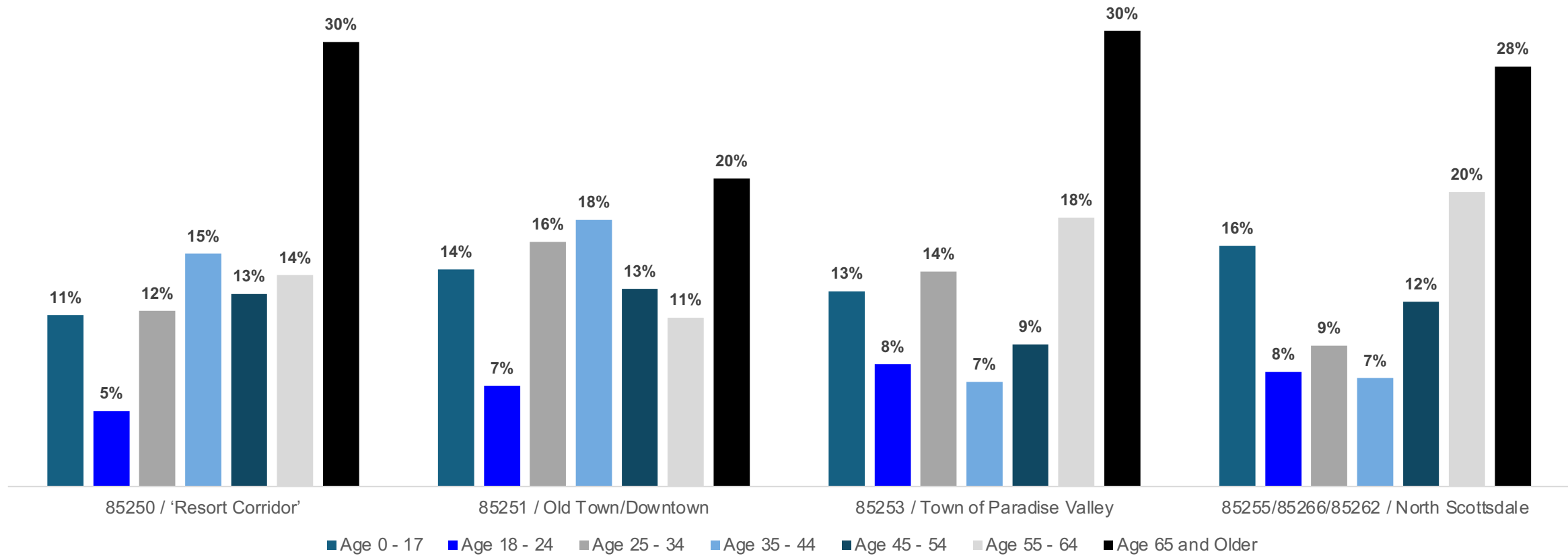


* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Findings – Age

- Old Town/Downtown has the largest population of people ages 25-34.

2022 Est. Population by Age

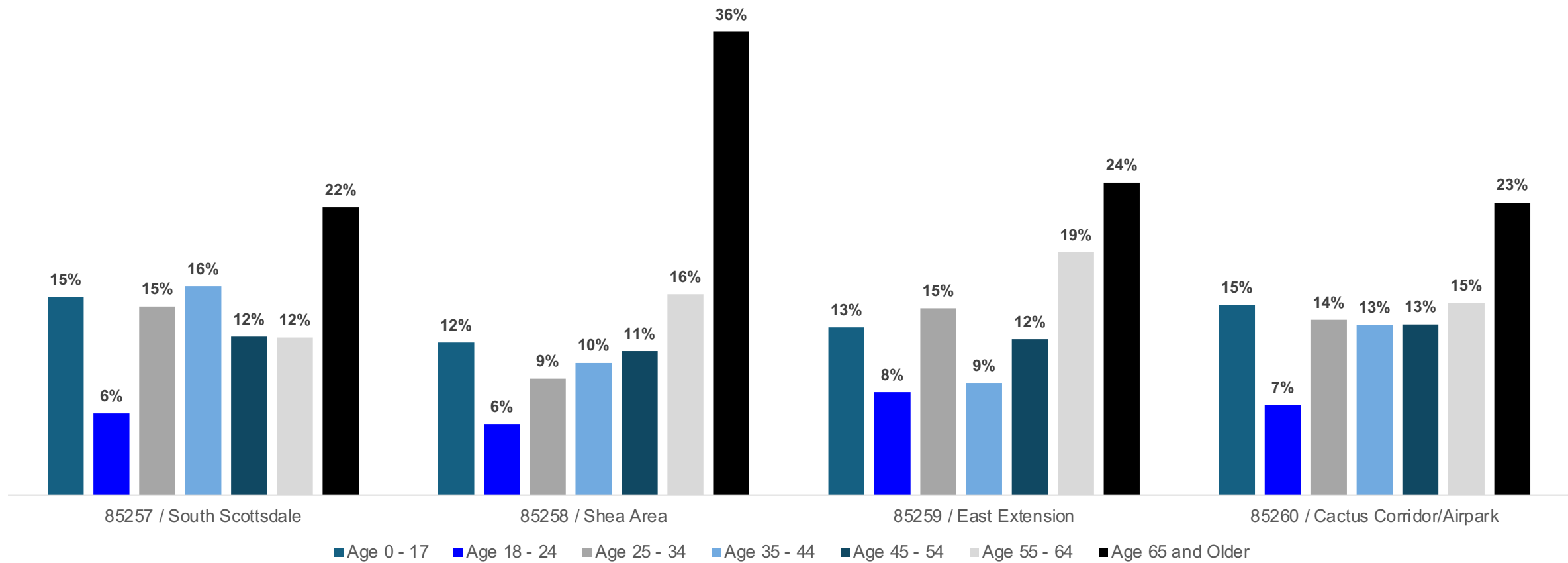


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Findings – Age (cont.)

- Of all areas, Shea Area has the largest population of people ages 65 and older.

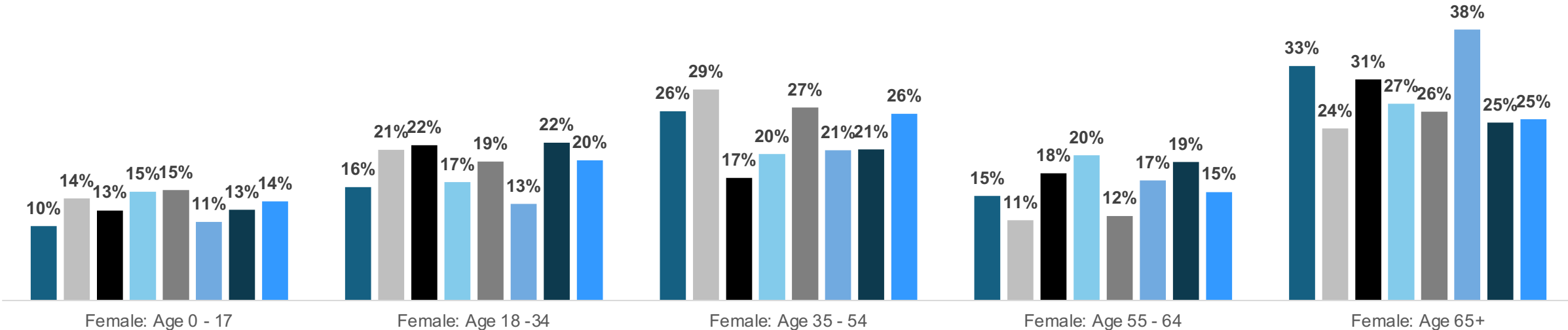
2022 Est. Population by Age



Findings – Age by Gender

- Women Overall Median Age: 52
- Women Overall Average Age: 48

2022 Est. Female Population by Age



- 85250 / 'Resort Corridor'
- 85251 / Old Town/Downtown
- 85253 / Town of Paradise Valley
- 85255/85266/85262 / North Scottsdale
- 85257 / South Scottsdale
- 85258 / Shea Area
- 85259 / East Extension
- 85260 / Cactus Corridor/Airpark

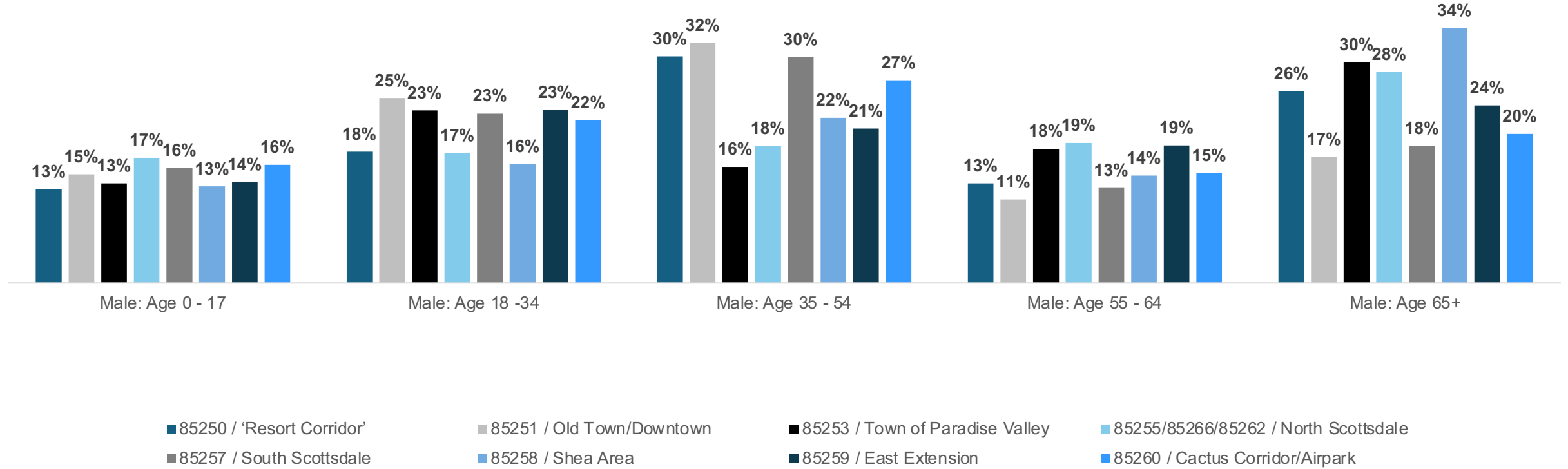


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Findings – Age by Gender (cont.)

- Men Overall Median Age: 48
- Men Overall Average Age: 46

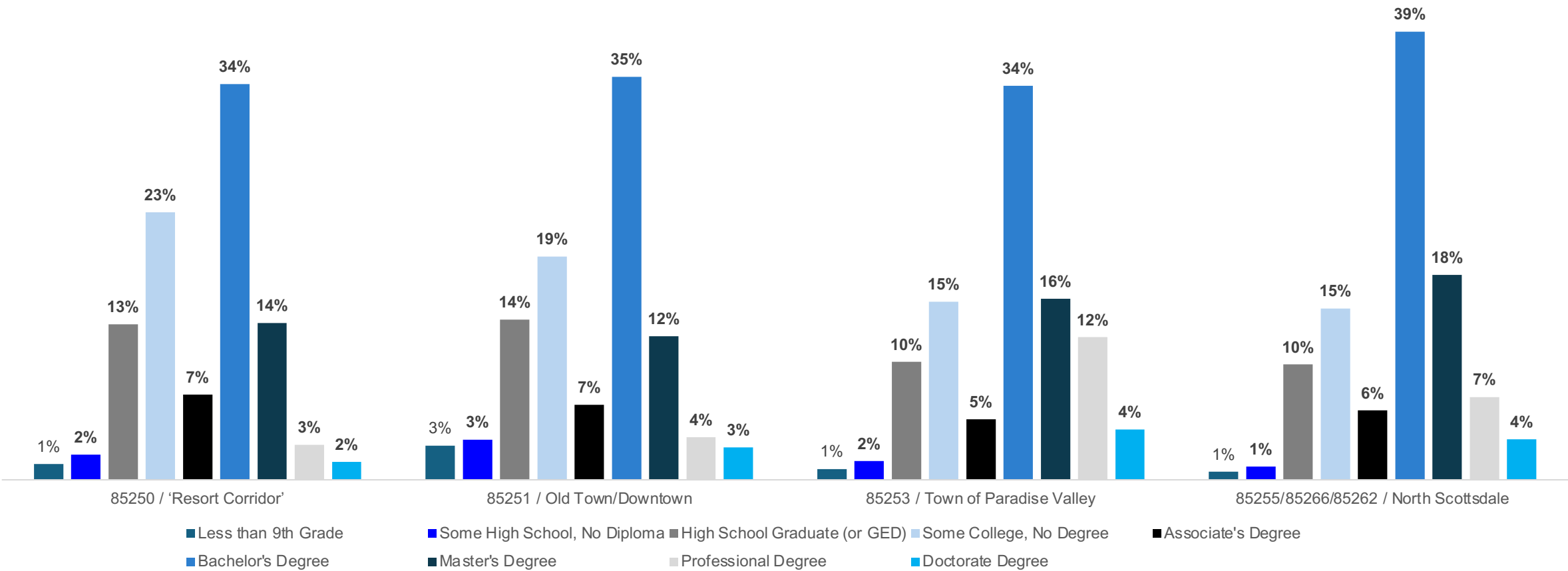
2022 Est. Male Population by Age



2022 Estimated Population by Education Attained

- 73% of the population of North Scottsdale has an Associate's Degree or higher, the highest of all areas.
- In all areas except for South Scottsdale, at least 52% of the residents have a Bachelor's Degree or higher.
- South Scottsdale has the most residents who have a High School Diploma/GED or less.

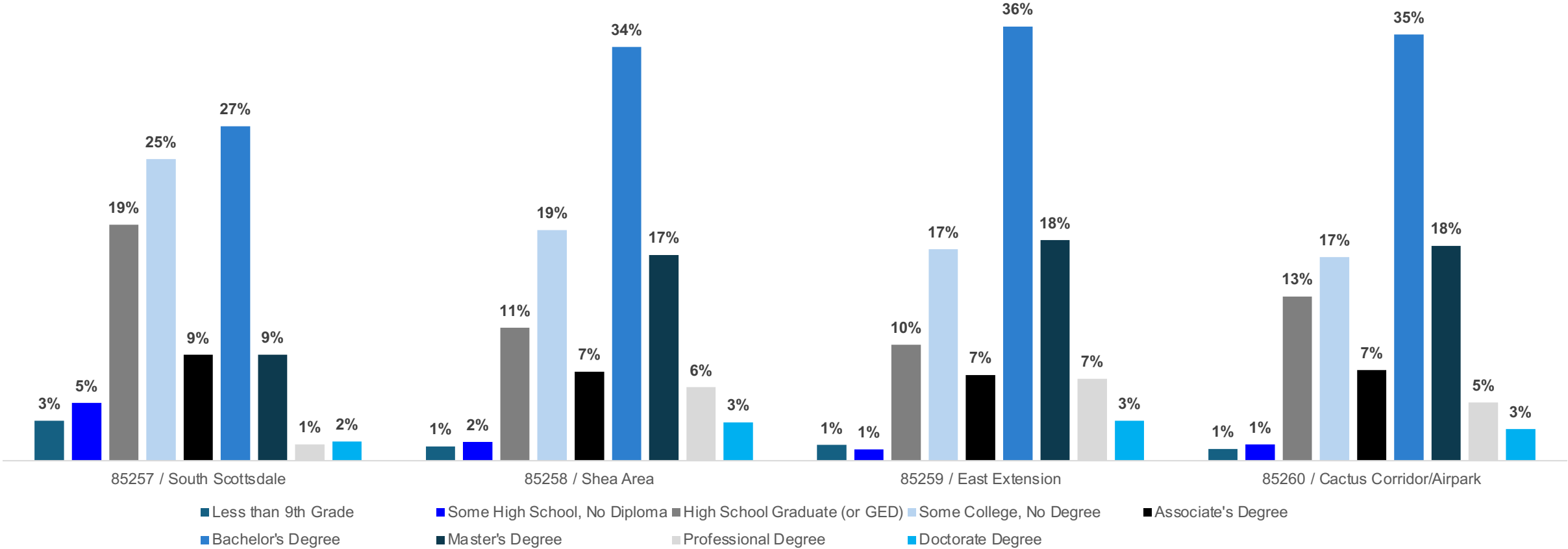
2022 Est. Pop Age 25+ by Edu. Attainment



* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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2022 Estimated Population by Education Attained (cont.)

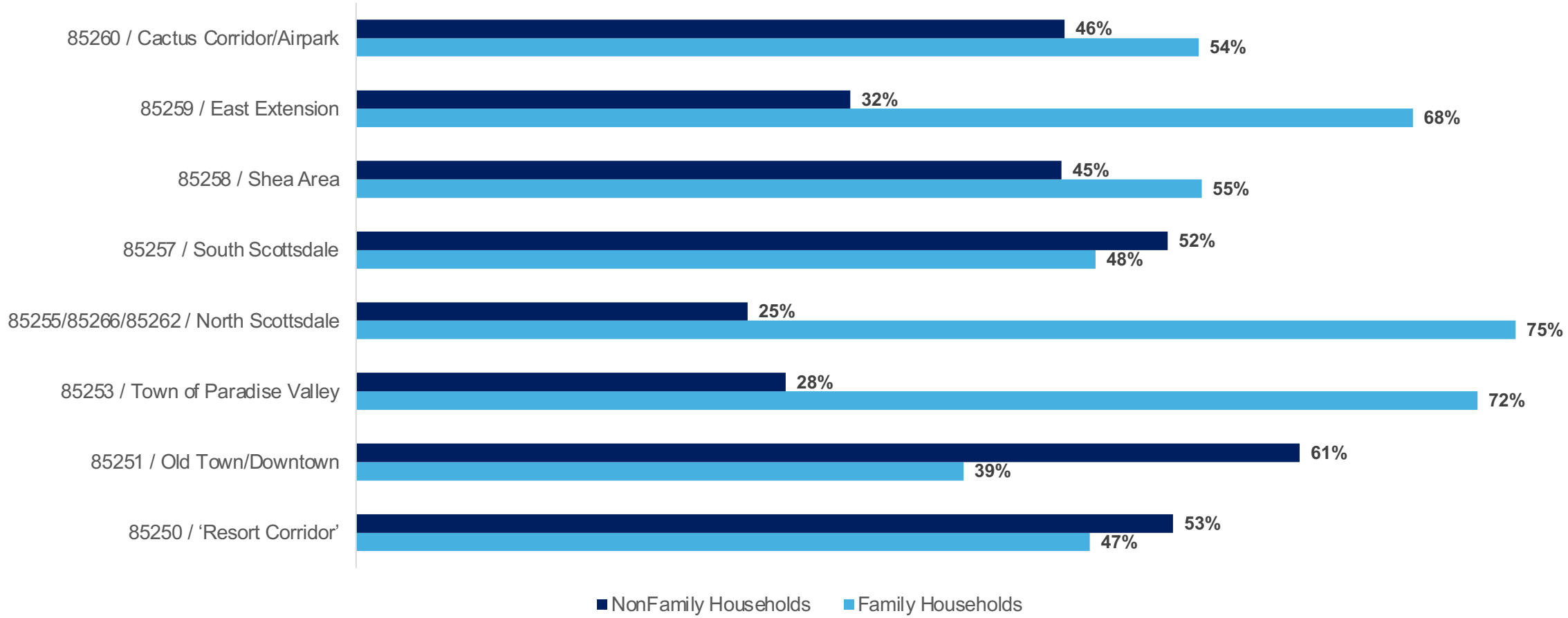
2022 Est. Pop Age 25+ by Edu. Attainment



2022 Estimated Population by Household Type

- North Scottsdale and Town of Paradise Valley have the most Family Households.
- Old Town/Downtown has the most Non-Family Households.

2022 Est. Households by Household Type

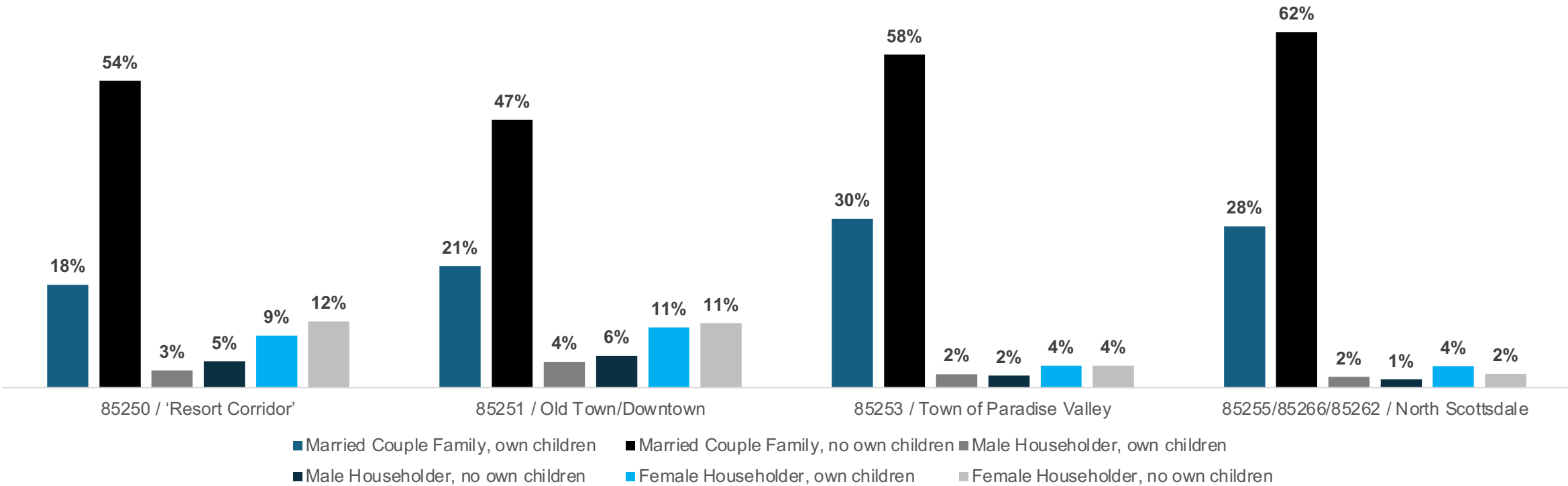


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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2022 Estimated Population of Household Type by Present of Own Child

- The majority of households in each area, as well as overall, are married couples without children, but is seen most in North Scottsdale and Shea Area.
- Old Town/Downtown and South Scottsdale have the most Female Householders with Children.

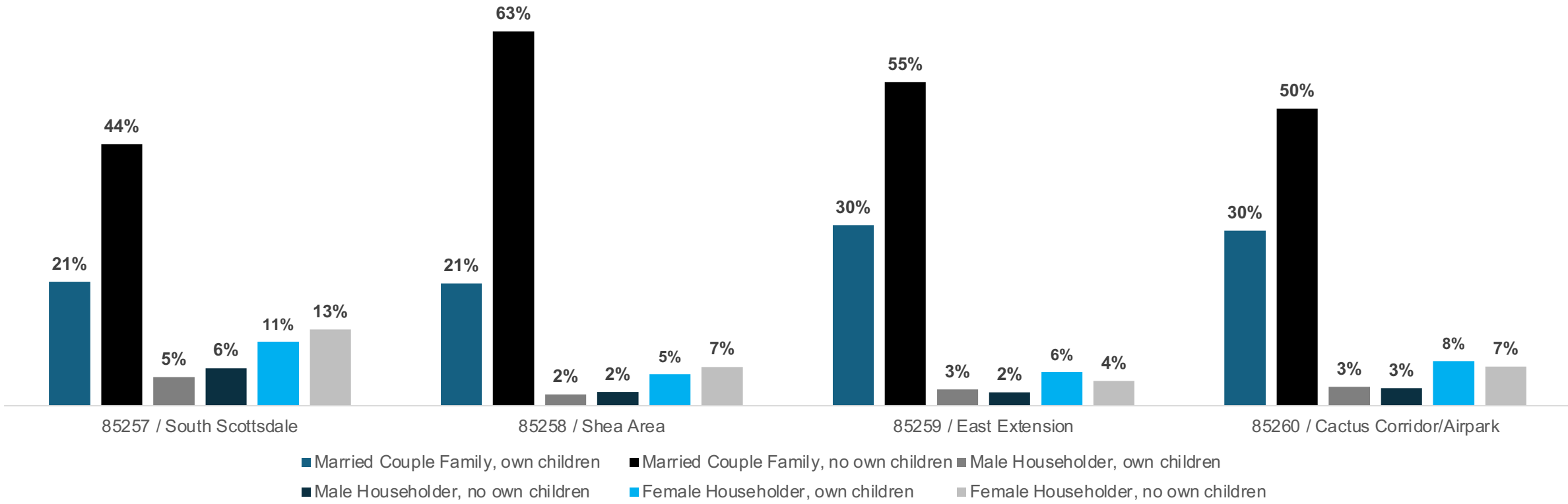
2022 Est. Family HH Type by Presence of Own Child.



2022 Estimated Population of Household Type by Present of Own Child (cont.)

- East Extension, Cactus Corridor/Airpark, and the Town of Paradise Valley have the most married couples with children.
- South Scottsdale has the most non-married householders.

2022 Est. Family HH Type by Presence of Own Child.

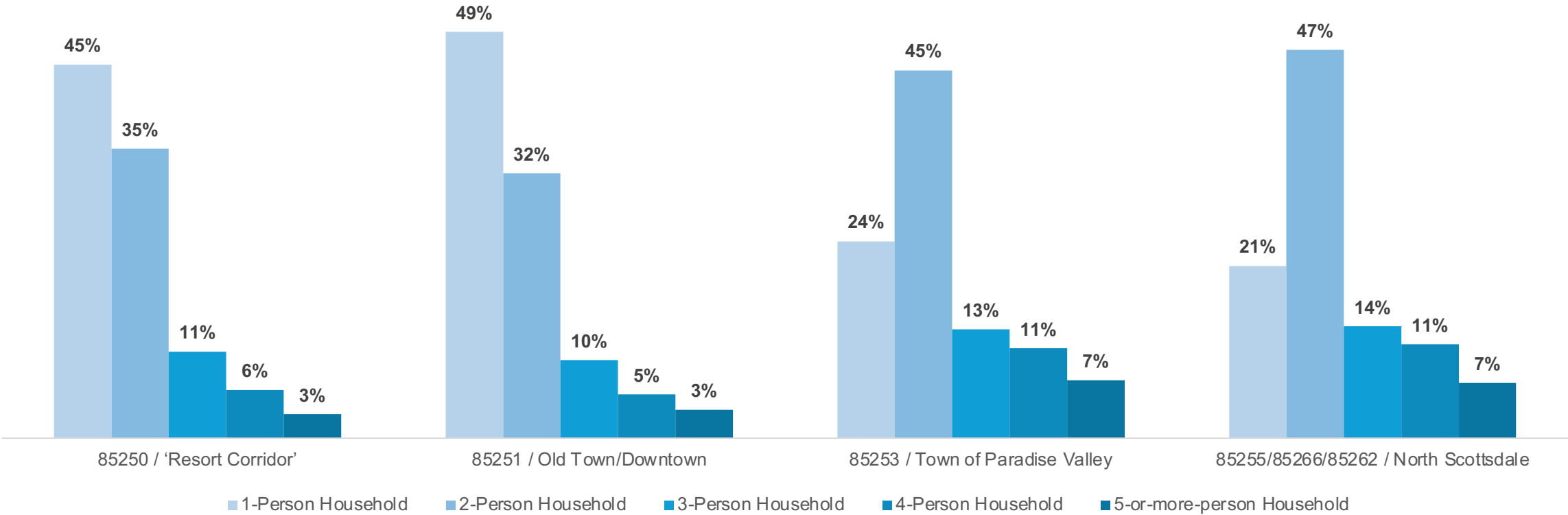


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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2022 Estimated Population by Household Size

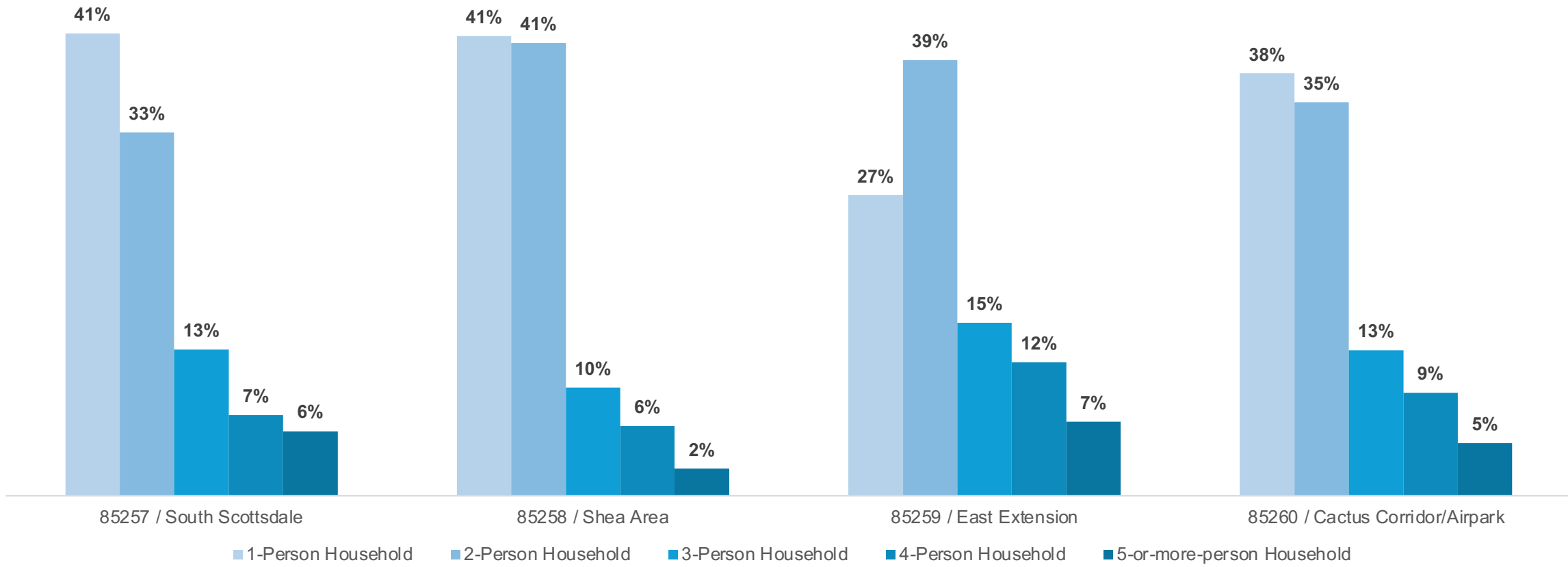
- 1-Person households are seen most in Old Town/Downtown.
- 2-Person households are seen most in North Scottsdale.
- Households of 5 or more people are most common in the Town of Paradise Valley, North Scottsdale, and East Extension.

2022 Est. Households by Household Size



2022 Estimated Population by Household Size (cont.)

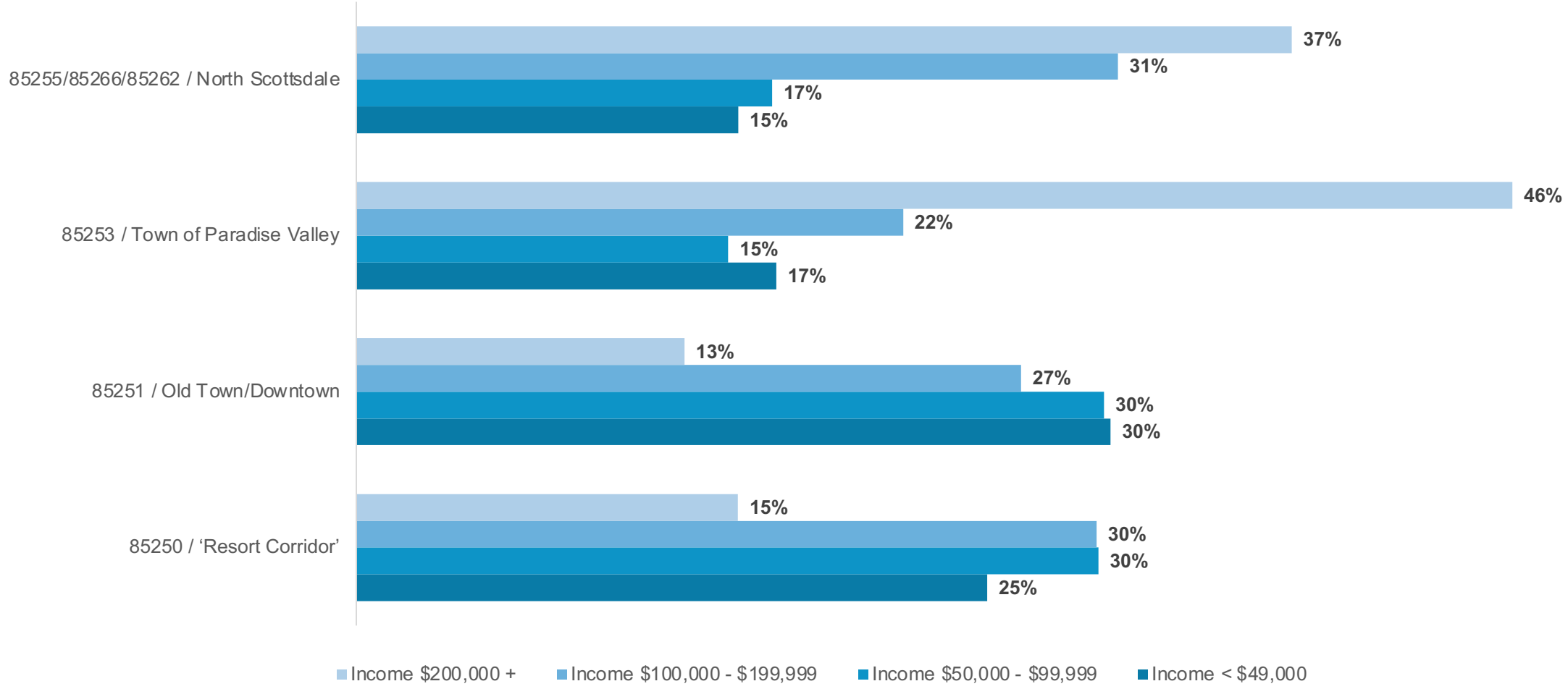
2022 Est. Households by Household Size



Households by Income – Scottsdale

- House Incomes \$200,000 and above are most common in Town of Paradise Valley and North Scottsdale.

2022 Est. Households by HH Income

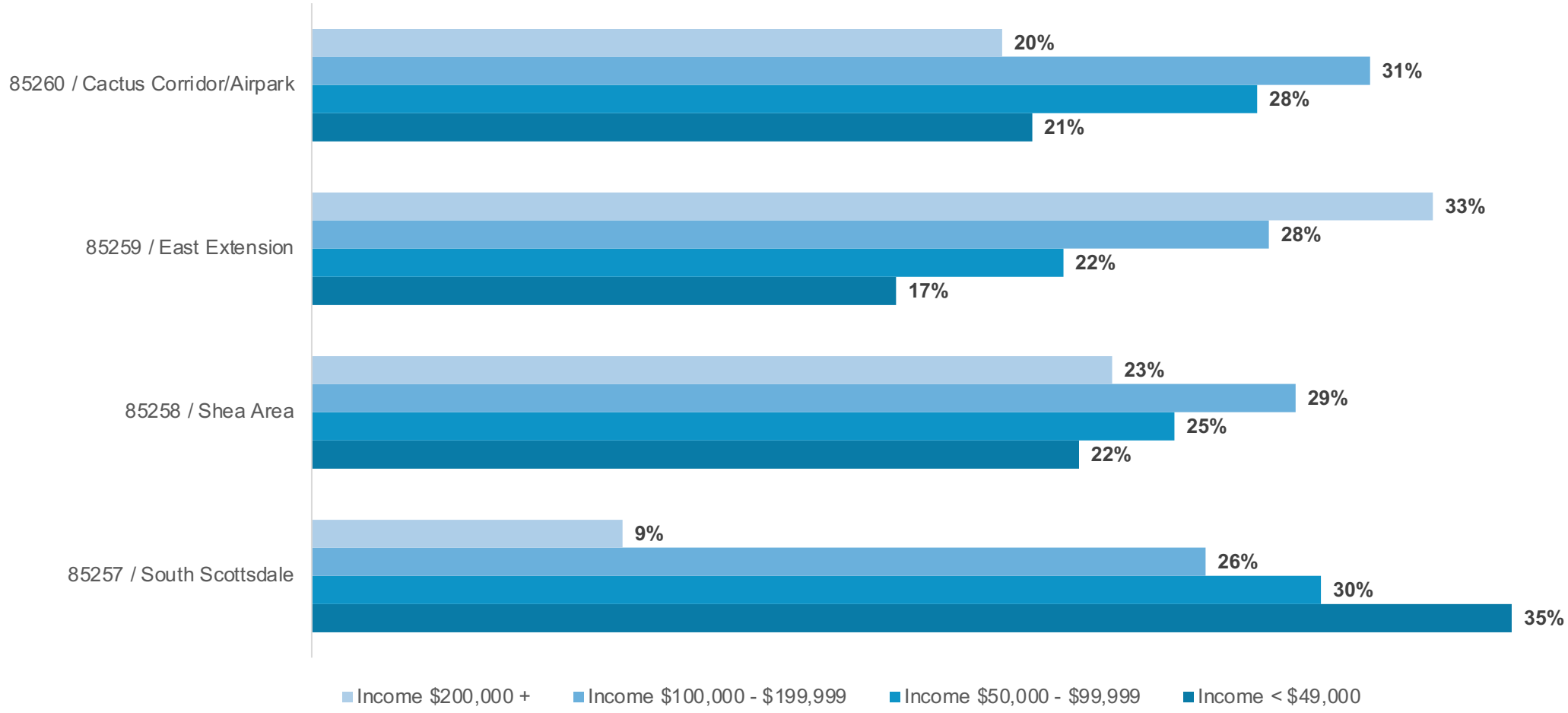


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Households by Income – Scottsdale (cont.)

- Household incomes lower than \$50,000 are most common in South Scottsdale.

2022 Est. Households by HH Income

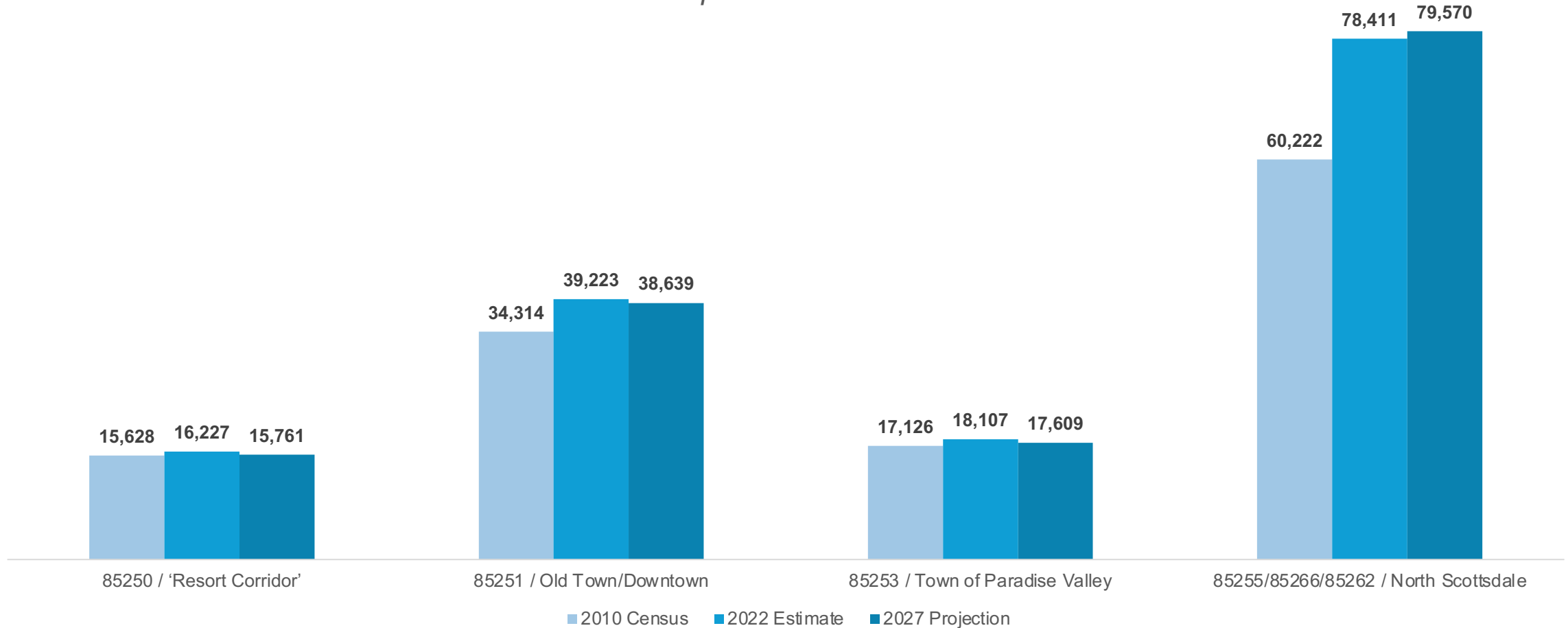


* Source: Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Population Growth

- North Scottsdale has seen the most change since the 2010 Census, with a little continued growth anticipated going in 2027.

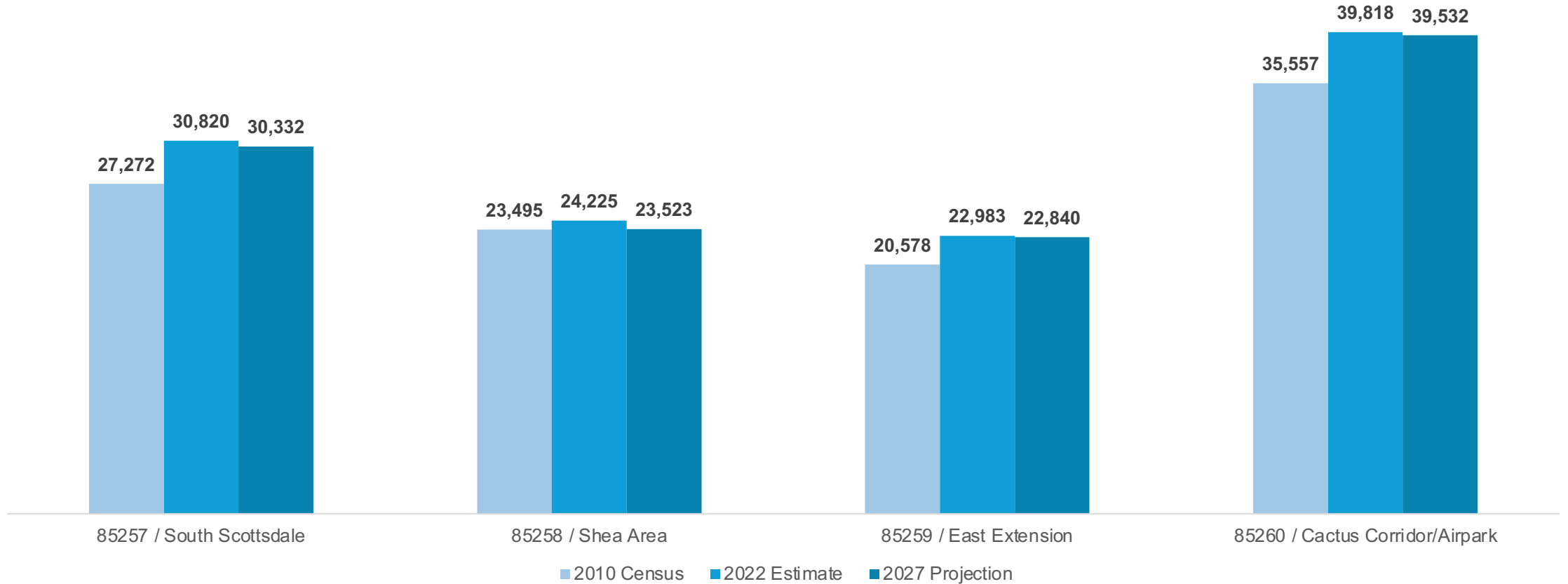
Population Growth



Population Growth (cont'd)

- Most zip codes that saw growth between 2010 and 2022 are anticipated to see little growth or even a slight decrease in population by 2027.

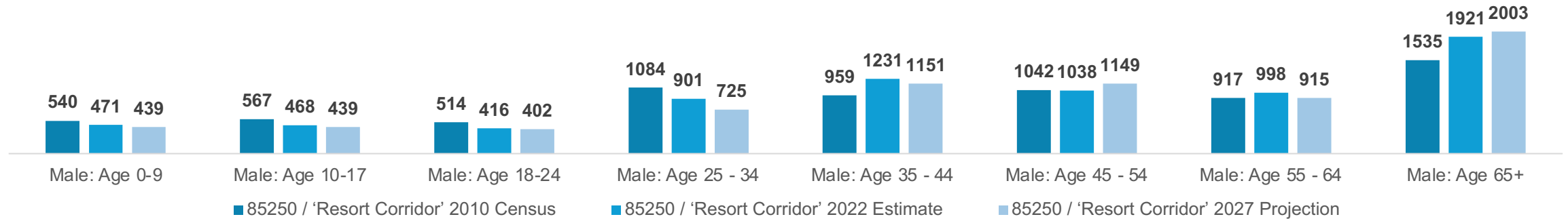
Population Growth



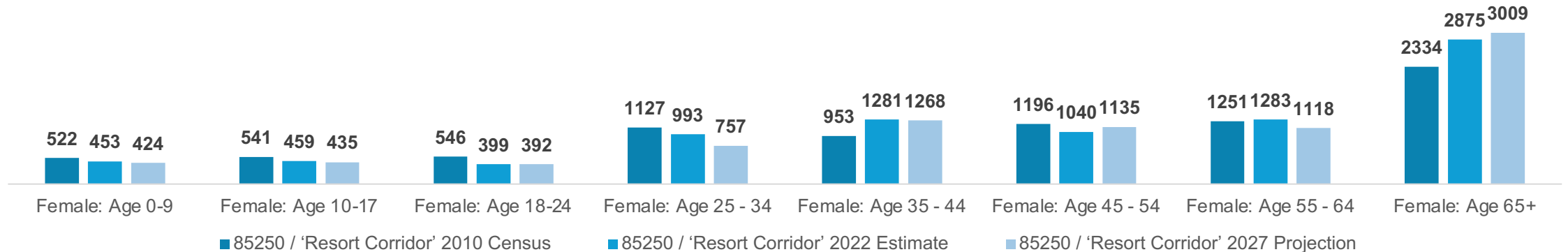
Population Growth by Gender and Age – Resort Corridor

- The Resort Corridor population is projected to see increases in populations 45 years old and above in both Men and Women.

Population Growth by Gender and Age: Male



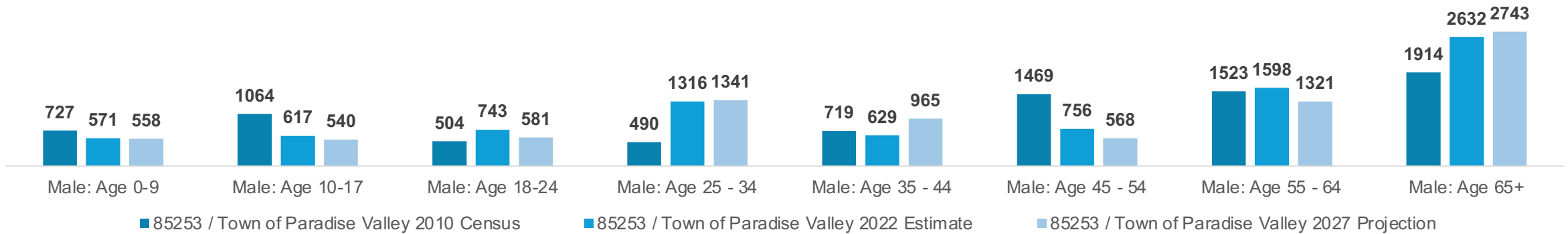
Population Growth by Gender and Age: Female



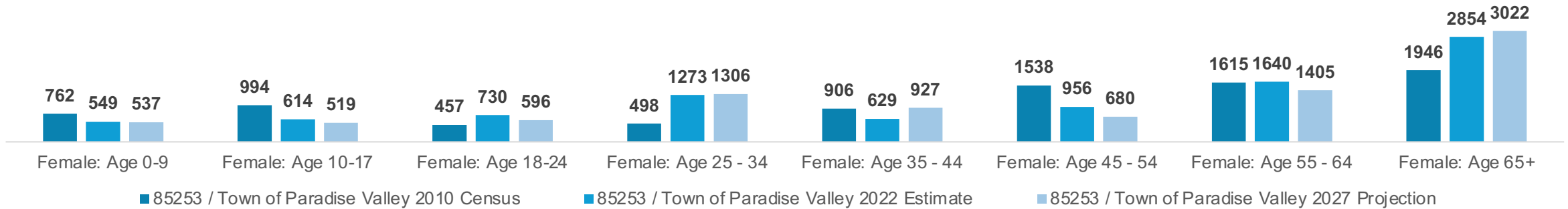
Population Growth by Gender and Age – Town of Paradise Valley

- The population of the Town of Paradise Valley is projected to see increases in populations 65 years old and above in both men and women.

Population Growth by Gender and Age: Male



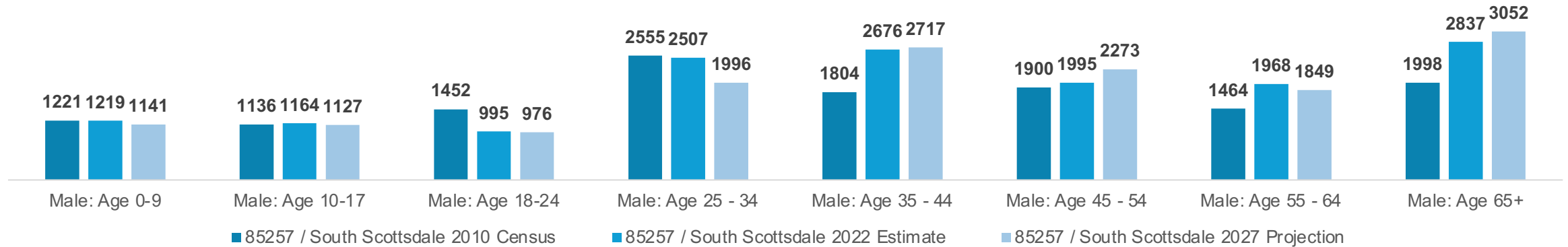
Population Growth by Gender and Age: Female



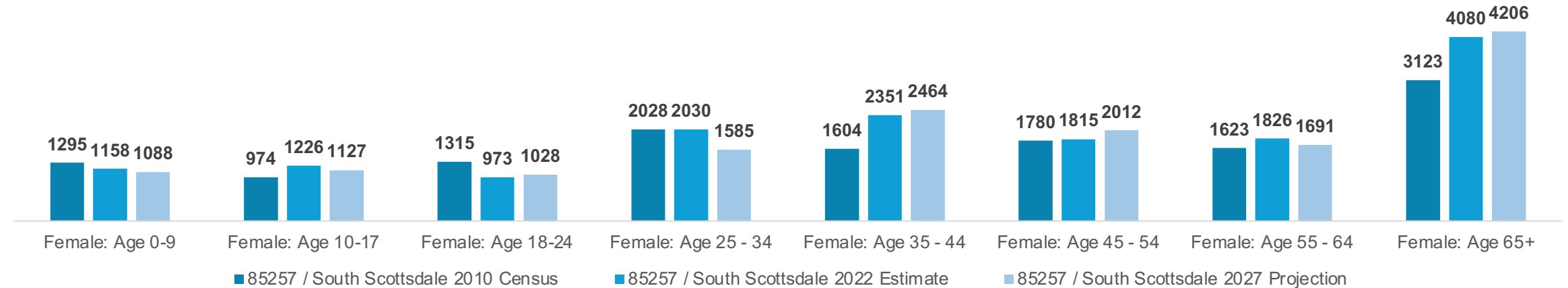
Population Growth by Gender and Age – South Scottsdale

- The South Scottsdale population is projected to see increases in populations 35 years old and above in both men and women.

Population Growth by Gender and Age: Male



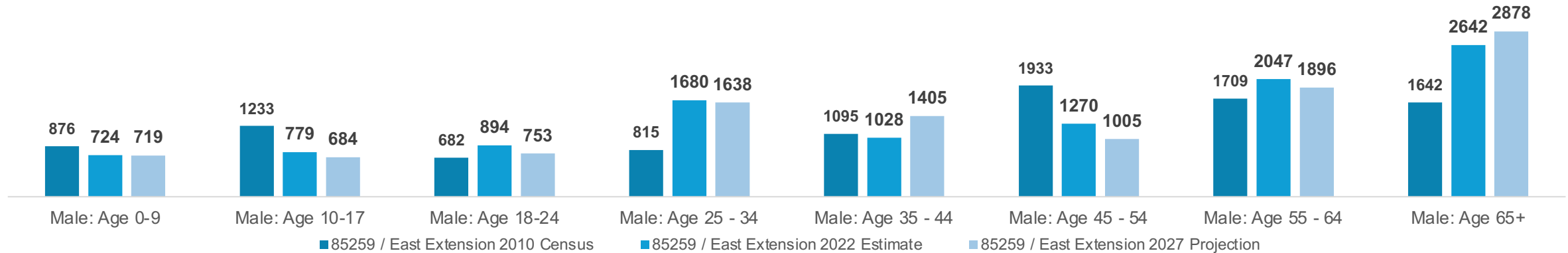
Population Growth by Gender and Age: Female



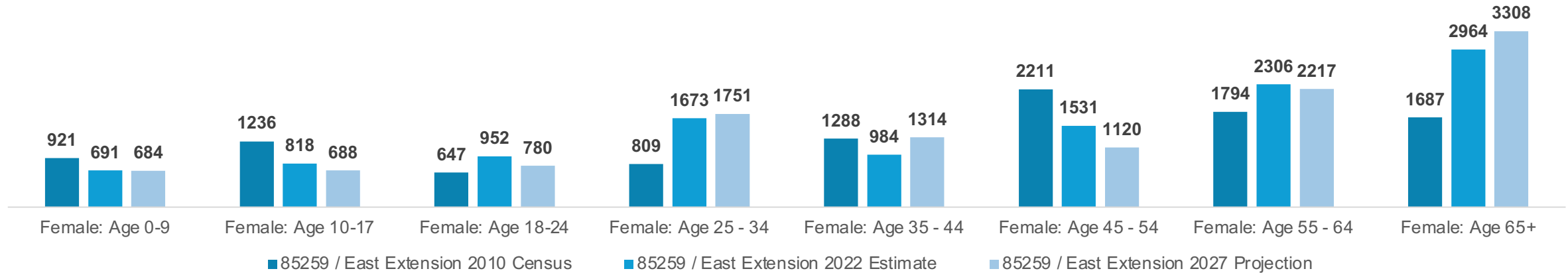
Population Growth by Gender and Age – East Extension

- The East Extension population is projected to see increases in populations between 35 – 44 years old as well as 65 and older, but decreased in those aged 45 – 64 in both men and women.

Population Growth by Gender and Age: Male



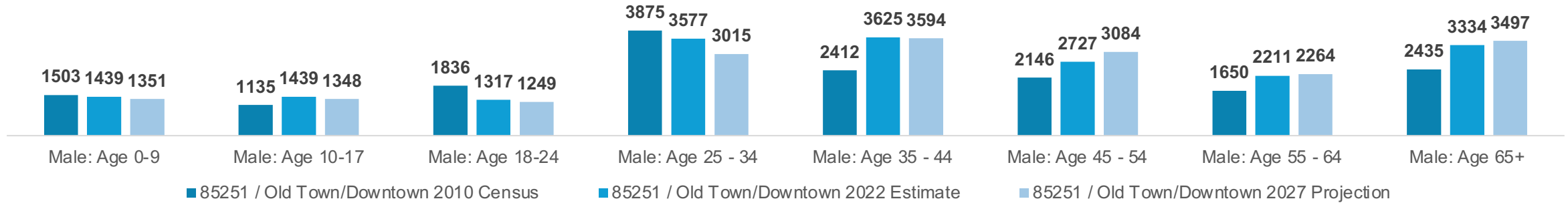
Population Growth by Gender and Age: Female



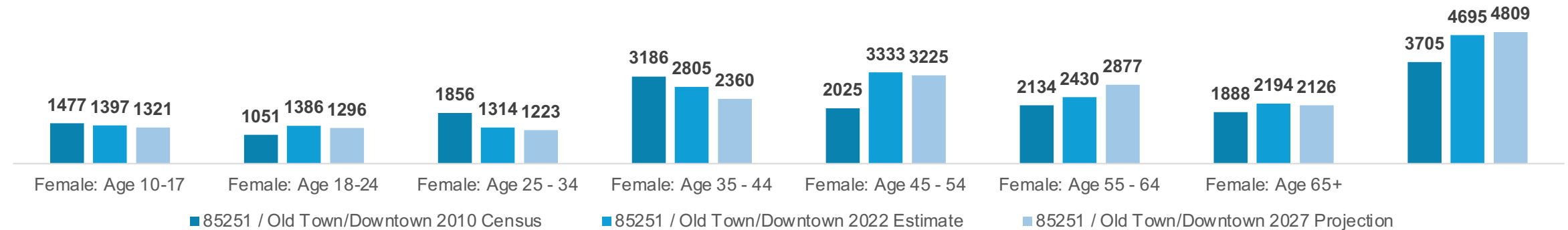
Population Growth by Gender and Age – Old Town/Downtown

- The Old Town/Downtown population is projected to see increases in 45 years old and above in both men and women.

Population Growth by Gender and Age: Male



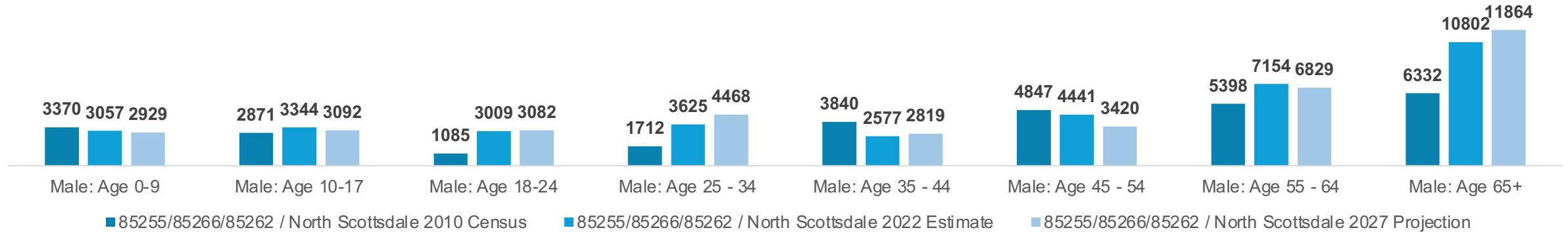
Population Growth by Gender and Age: Female



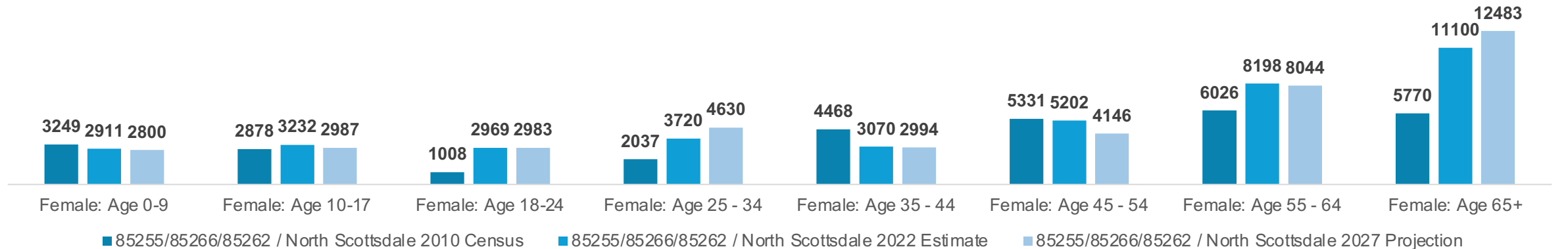
Population Growth by Gender and Age – North Scottsdale

- The North Scottsdale population is projected to see modest increases in younger populations between 18 – 34 years old, and additional increases in populations 65 years old and above in both men and women.

Population Growth by Gender and Age: Male



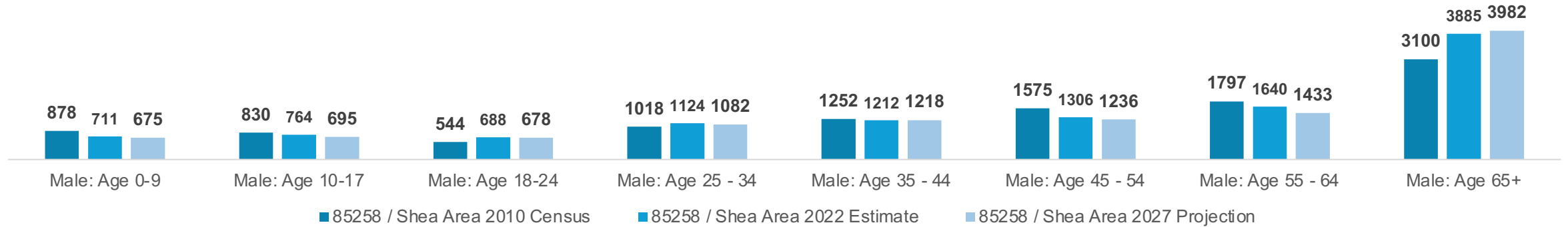
Population Growth by Gender and Age: Female



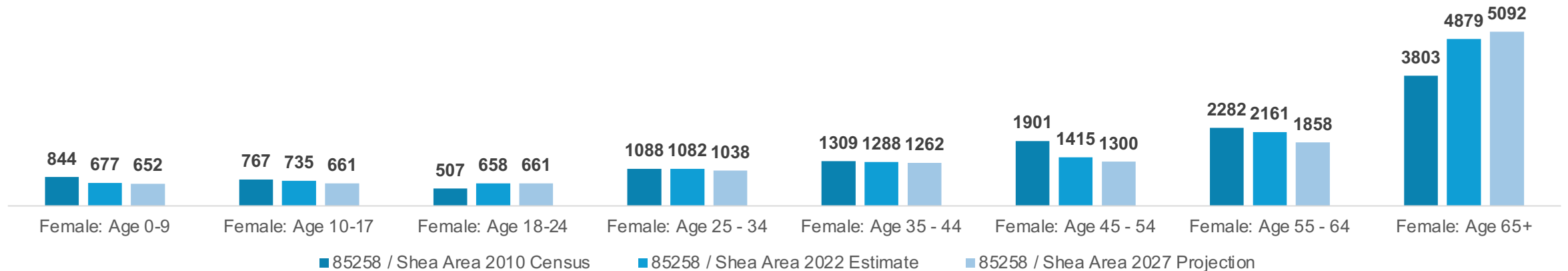
Population Growth by Gender and Age – Shea Area

- The Shea Area population is projected to see increases in populations 65 years old and above in both men and women.

Population Growth by Gender and Age: Male



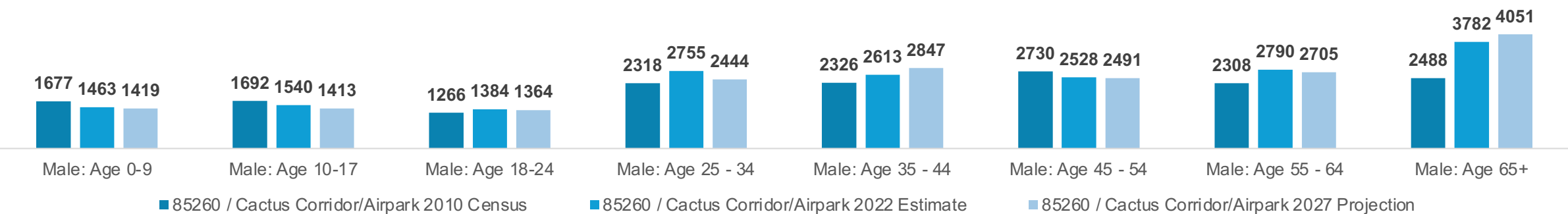
Population Growth by Gender and Age: Female



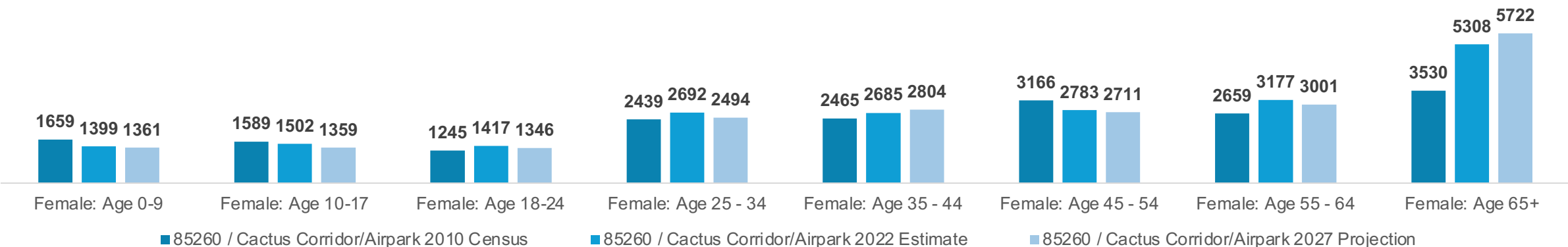
Population Growth by Gender and Age – Cactus Corridor/Airpark

- The Cactus Corridor/Airpark population is projected to see increases in populations 65 years old and above in both men and women.

Population Growth by Gender and Age: Male



Population Growth by Gender and Age: Female



* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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Trends of Change – 2010-2022

- While growth between 2010 and 2022 was seen in all areas, growth is projected to plateau or even decrease in the next few years.

	85250 / 'Resort Corridor'	85250 / 'Resort Corridor'	85251 / Old Town/Downtown	85251 / Old Town/Downtown	85253 / Town of Paradise Valley	85253 / Town of Paradise Valley	85255/85266/85262 / North Scottsdale	85255/85266/85262 / North Scottsdale
	2010-2022	2021-2027	2010-2022	2021-2027	2010-2022	2021-2027	2010-2022	2021-2027
Population Count Change (%)	3.83%	-2.87%	14.31%	-1.49%	5.73%	-2.75%	30.20%	1.48%
Household Count Change (%)	8.29%	-1.73%	19.74%	-0.37%	9.63%	-1.76%	30.33%	1.48%
Family Count Change (%)	7.95%	-1.85%	17.71%	-0.76%	9.35%	-1.84%	29.27%	1.40%
	85257 / South Scottsdale	85257 / South Scottsdale	85258 / Shea Area	85258 / Shea Area	85259 / East Extension	85259 / East Extension	85260 / Cactus Corridor/Airpark	85260 / Cactus Corridor/Airpark
	2010-2022	2021-2027	2010-2022	2021-2027	2010-2022	2021-2027	2010-2022	2021-2027
Population Count Change (%)	13.01%	-1.58%	3.11%	-2.90%	11.69%	-0.62%	11.98%	-0.72%
Household Count Change (%)	16.39%	-0.69%	6.05%	-2.15%	11.55%	-0.68%	13.13%	-0.41%
Family Count Change (%)	16.49%	-0.75%	6.08%	-2.21%	11.50%	-0.69%	13.06%	-0.46%

Income Trends & Projections by Race

- Median Household income is anticipated to increase for all races in all area from now to 2027.

Median HH Inc. by Single-Classification Race	85250 / 'Resort Corridor'		85251 / Old Town/Downtown		85253 / Town of Paradise Valley		85255/85266/85262 / North Scottsdale	
	2022	2027	2022	2027	2022	2027	2022	2027
White Alone	\$ 90,797.26	\$ 104,596.66	\$ 83,788.30	\$ 97,338.21	\$ 195,129.08	\$200,000.03	\$ 178,574.60	\$192,612.92
Black/African American Alone	\$ 76,698.89	\$ 83,191.06	\$ 71,669.18	\$ 79,841.78	\$ 48,525.86	\$ 50,672.51	\$ 119,696.25	\$133,439.52
American Indian/Alaskan Native Alone	\$ 109,854.28	\$ 120,473.32	\$ 63,738.38	\$ 76,903.12	\$ 58,583.13	\$ 66,000.24	\$ 82,619.16	\$ 89,389.28
Asian Alone	\$ 46,399.35	\$ 62,390.44	\$ 99,375.05	\$ 112,971.42	\$ 200,000.11	\$200,000.16	\$ 200,000.05	\$200,000.14
Native Hawaiian/Pacific Islander Alone	\$ 59,760.50	\$ 66,968.33	\$ 82,323.54	\$ 90,998.08	\$ 68,048.77	\$ 70,171.21	\$ 43,476.38	\$ 45,284.77
Some Other Race Alone	\$ 90,242.35	\$ 105,762.94	\$ 47,649.65	\$ 57,229.70	\$ 113,058.04	\$126,663.72	\$ 100,000.00	\$104,066.89
Two or More Races	\$ 182,213.13	\$ 193,180.00	\$ 51,150.71	\$ 58,698.81	\$ 200,000.08	\$200,000.17	\$ 113,163.61	\$126,120.61
Hispanic/Latino	\$ 121,099.94	\$ 135,028.33	\$ 57,410.02	\$ 64,858.60	\$ 109,845.36	\$124,324.04	\$ 145,730.48	\$189,137.97
Not Hispanic/Latino	\$ 89,441.32	\$ 102,947.66	\$ 85,210.49	\$ 98,921.01	\$ 195,036.39	\$200,000.03	\$ 178,057.62	\$192,490.19

Income Trends & Projections by Race (cont'd)

Median HH Inc. by Single-Classification Race	85257 / South Scottsdale		85258 / Shea Area		85259 / East Extension		85260 / Cactus Corridor/Airpark	
	2022	2027	2022	2027	2022	2027	2022	2027
White Alone	\$ 74,252.60	\$ 86,571.04	\$106,912.01	\$ 124,755.63	\$ 128,768.82	\$148,525.89	\$ 102,806.60	\$117,509.47
Black/African American Alone	\$ 63,147.14	\$ 70,521.20	\$ 65,811.76	\$ 77,879.03	\$ 75,853.38	\$ 96,539.87	\$ 52,613.77	\$ 69,522.22
American Indian/Alaskan Native Alone	\$ 60,007.63	\$ 74,534.39	\$ 39,128.52	\$ 55,031.26	\$ 78,923.88	\$ 86,250.00	\$ 51,452.94	\$ 66,543.67
Asian Alone	\$ 53,348.14	\$ 63,529.72	\$125,301.79	\$ 142,627.93	\$ 200,000.01	\$200,000.06	\$ 111,877.38	\$131,572.68
Native Hawaiian/Pacific Islander Alone	\$ 87,107.45	\$ 88,437.50	\$100,000.00	\$ 100,000.00	\$ 62,893.72	\$ 62,893.72	\$ 75,000.00	\$ 58,021.75
Some Other Race Alone	\$ 40,761.96	\$ 50,853.31	\$ 56,228.86	\$ 64,886.01	\$ 88,283.71	\$103,316.65	\$ 66,303.35	\$ 78,193.76
Two or More Races	\$ 68,811.62	\$ 80,009.91	\$ 48,778.26	\$ 50,384.86	\$ 124,187.07	\$143,217.82	\$ 128,365.24	\$143,296.13
Hispanic/Latino	\$ 66,923.61	\$ 77,781.87	\$179,363.32	\$ 192,071.15	\$ 98,399.65	\$113,230.86	\$ 102,260.88	\$115,837.79
Not Hispanic/Latino	\$ 71,678.01	\$ 83,134.95	\$104,110.12	\$ 121,222.93	\$ 130,293.90	\$175,946.77	\$ 102,467.52	\$117,229.06

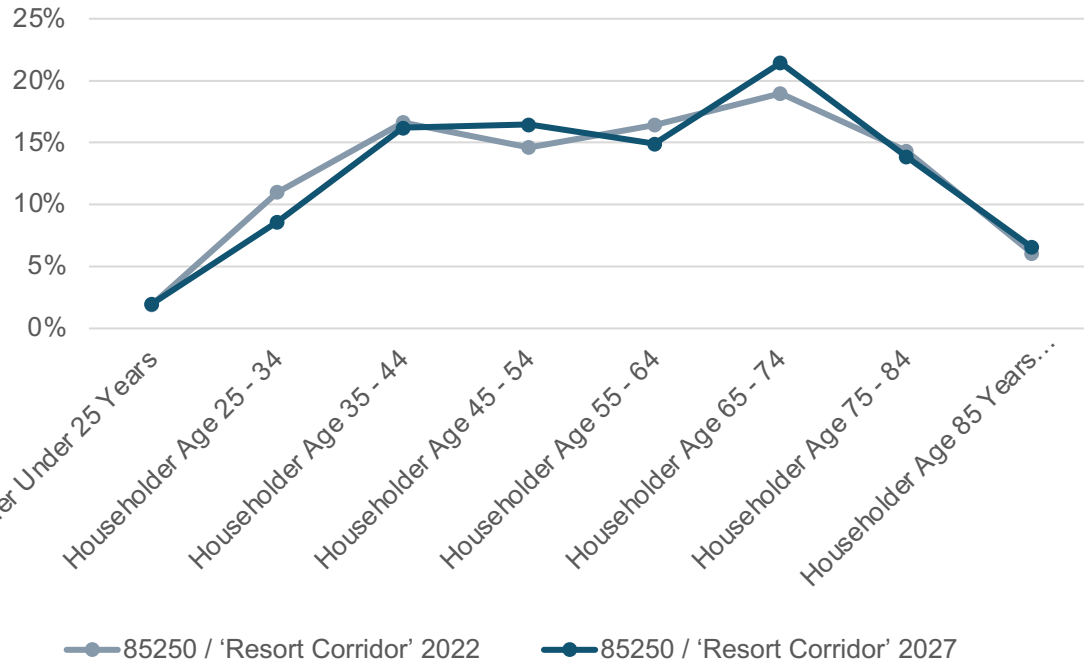
* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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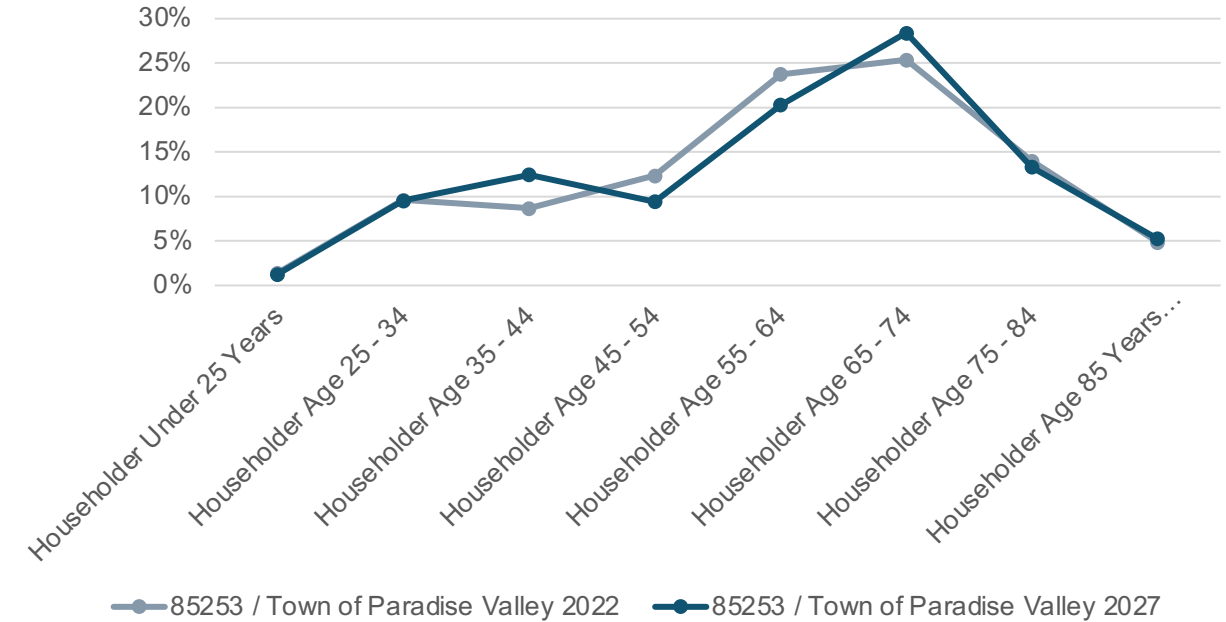
Household by Age of Householder Trends & Projections

- The Resort Corridor is projected to see householders age, and less new householders in their 20's.
- The Town of Paradise Valley, while seeing some householders get older, is projected to lose many between the ages of 45-64 and see an increase in younger householders.

Households by Age of Householder – Resort Corridor



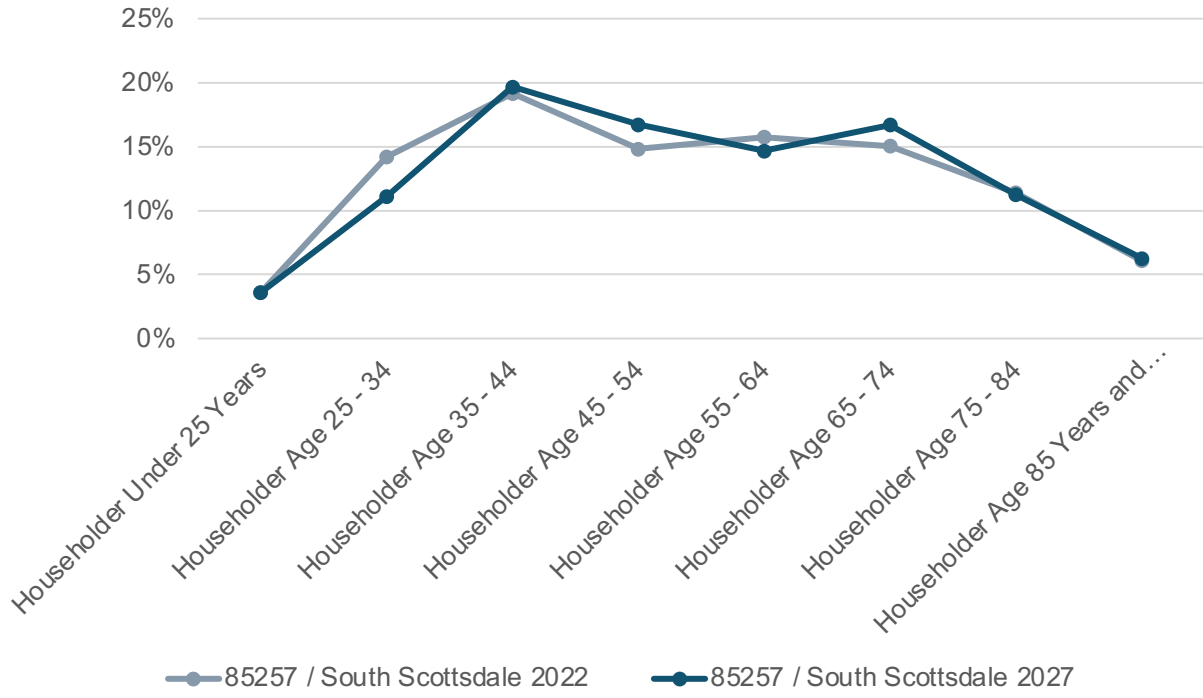
Households by Age of Householder – Town of Paradise Valley



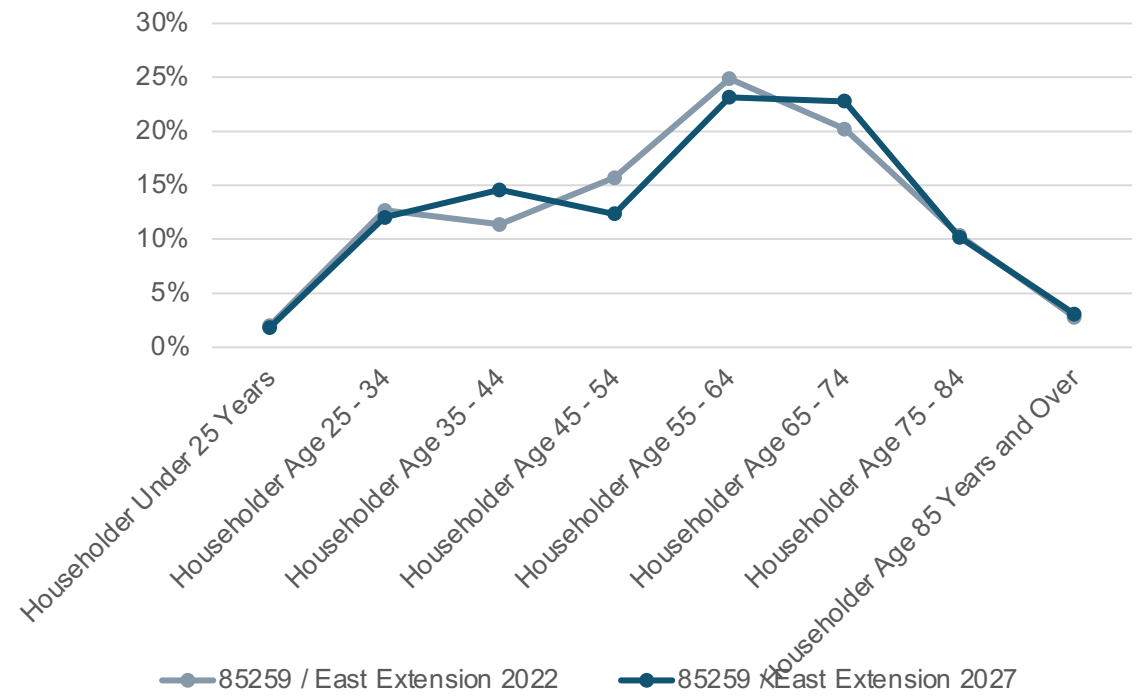
Household by Age of Householder Trends & Projections

- South Scottsdale’s householders are projected to increase in age by 2027, with increases in people in their 40’s and 60’s
- The East Extension is projected to see an increase in young householders in their 30’s

Households by Age of Householder - South Scottsdale



Households by Age of Householder - East Extension

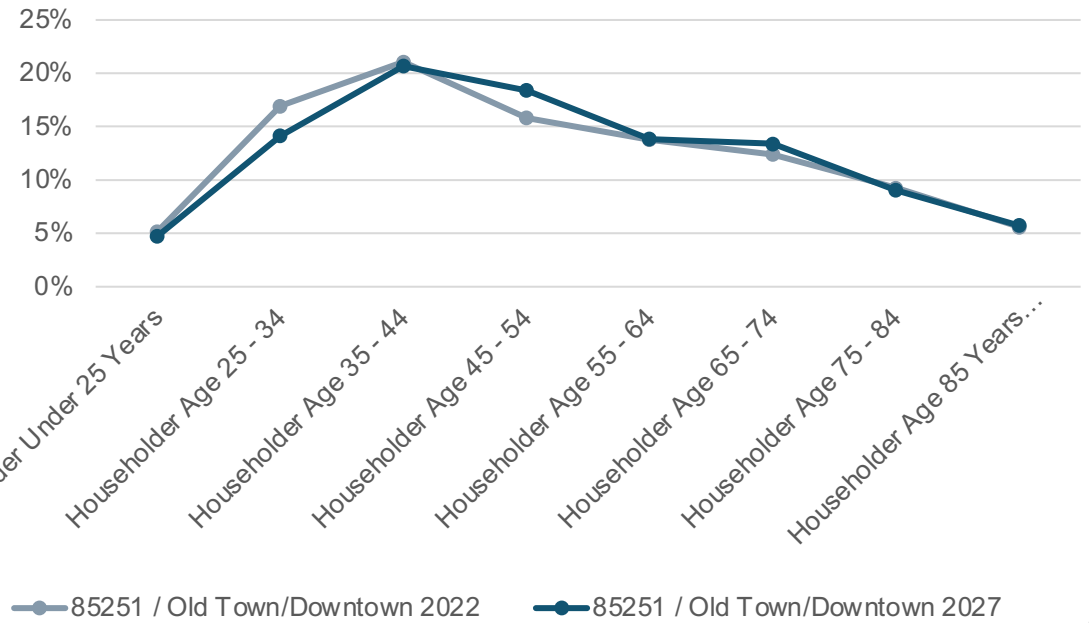


* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
Confidential and for internal use only

Household by Age of Householder Trends & Projections

- Householders in the Old Town/Downtown Area are aging into their 40's, with fewer younger householders projected to come into the area.
- While North Scottsdale may see more householders in their 20's, the majority is projected to remain about 50 years old.

Households by Age of Householder - Old Town/Downtown



Households by Age of Householder – North Scottsdale

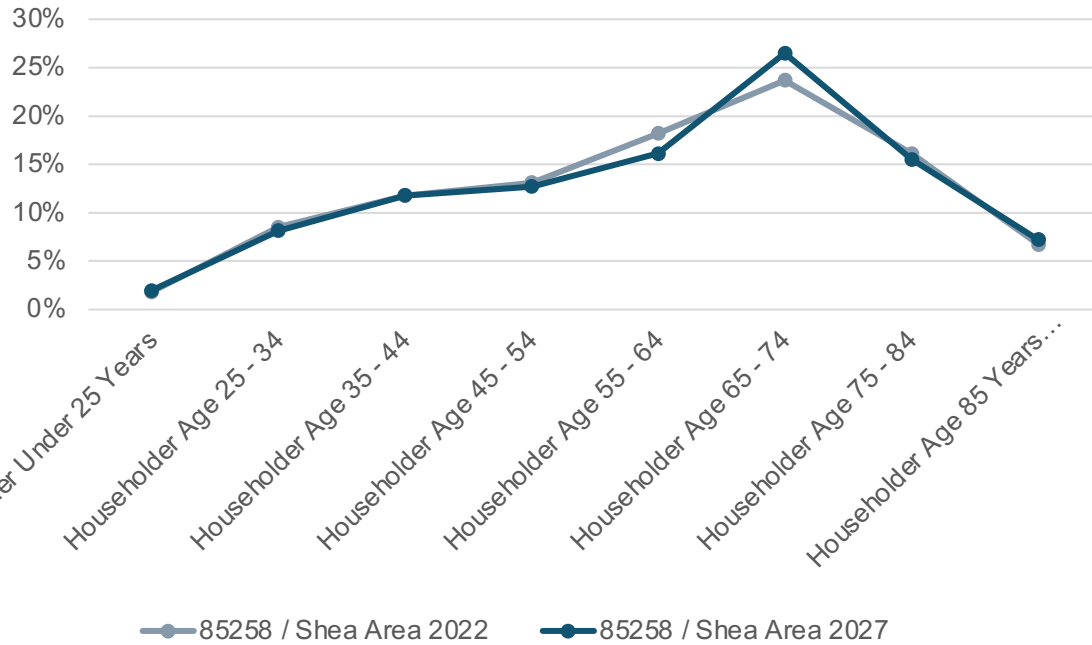


* **Source:** Claritas Pop-Facts Demographic Snapshot, 2022 Estimates
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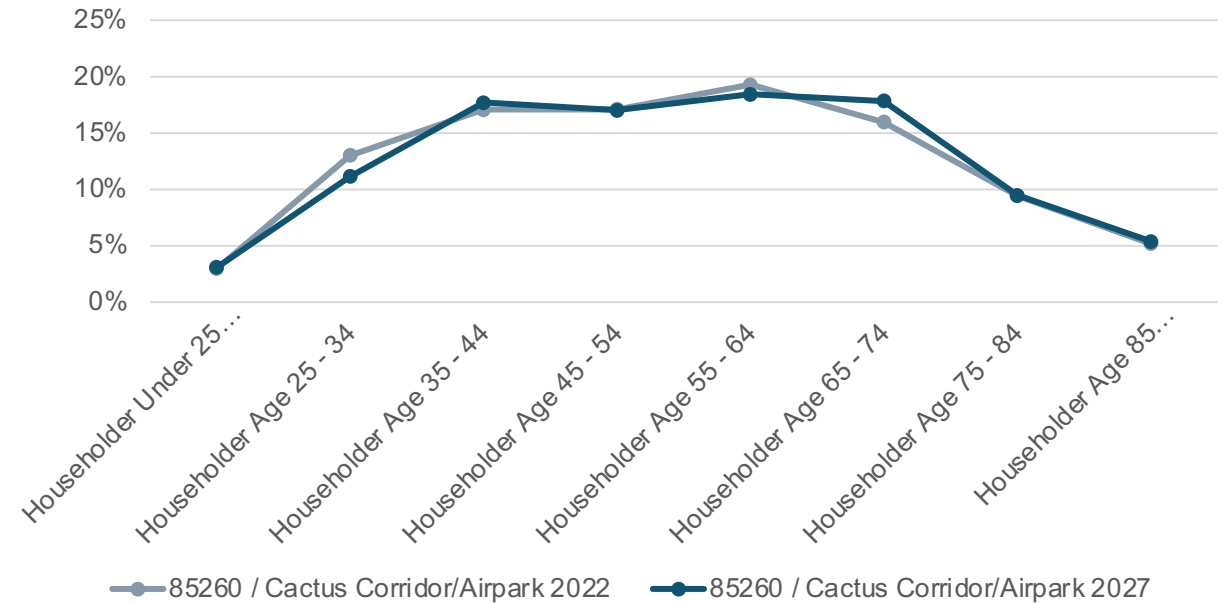
Household by Age of Householder Trends & Projections

- The Shea Area will remain consistent in householders, with a slight increase in older householders.
- Cactus Corridor/Airpark is projected to see fewer householders under 30 in exchange for more householders above the age of 60.

Households by Age of Householder – Shea Area



Households by Age of Householder – Cactus Corridor/Airpark



Appendix B: Benchmarking Report

Population and Demographics

City, State	White Alone %	Black or African American alone %	American Indian and Alaska Native alone %	Asian alone %	Native Hawaiian and Other Pacific Islander alone %	Two or more races %	Hispanic or Latino %	White alone, not Hispanic or Latino %	Per capita income in past 12 months (in 2022 dollars)	Persons in poverty %
Scottsdale, AZ	83.0%	2.1%	0.7%	5.2%	0.2%	6.8%	10.4%	77.9%	\$77,594	6.8%
Mesa, AZ	72.1%	4.6%	2.1%	2.3%	0.2%	11.8%	27.3%	60.3%	\$37,197	11.2%
Chandler, AZ	64.1%	5.8%	1.9%	11.8%	0.2%	11.6%	21.2%	55.2%	\$48,987	7.7%
Phoenix, AZ	59.4%	7.4%	2.1%	3.7%	0.2%	16.9%	42.9%	41.2%	\$37,499	14.6%

Population and Demographics

City, State	White Alone %	Black or African American alone %	American Indian and Alaska Native alone %	Asian alone %	Native Hawaiian and Other Pacific Islander alone %	Two or more races %	Hispanic or Latino %	White alone, not Hispanic or Latino %	Per capita income in past 12 months (in 2022 dollars)	Persons in poverty %
Denver, CO	65.7%	8.9%	0.8%	3.6%	0.1%	0.1%	29.2%	53.9%	\$56,381	11.7%
Nashville, TN	59.1%	26.8%	0.1%	3.6%	0.1%	6.4%	10.8%	54.9%	\$44,433	14.5%
Sarasota, FL	72%	14.4%	0.1%	2.1%	0.0%	9.4%	15.9%	65.2%	\$56,404	13.9%

Interviews

Benchmarked City	City Contact
Chandler, AZ	Michelle MacLennan – Cultural Arts Manager & General Manager for Chandler Center for the Arts Kim Moyers – Director of Cultural Development for the City of Chandler
Mesa, AZ	Illya Riske – Interim Director, Dept. of Arts and Culture & Mesa Arts Center
Phoenix, AZ	Mitch Menchaca – Arts and Culture Director for the City of Phoenix
Denver, CO	Tariana Navas-Nieves – Director, Cultural Affairs
Nashville, TN	Daniel Singh – Executive Director, Nashville Arts Commission
Sarasota FL	Brian Hersh – Executive Director, Sarasota County Arts & Cultural Alliance Angelica Hull – Director of Grants and Advocacy, Sarasota County Arts & Cultural Alliance

Interviews: Top Themes/Takeaways

Grants

- Phoenix provides grants through the city's arts and culture grants program.
- Nashville provides grants Metro Nashville Arts Commission (Metro Arts), the office of Arts + Culture for Nashville and Davidson County.
- Sarasota City itself does not provide grants, however the County is what distributes grants through Arts Alliance of Sarasota County, an independent 501c3 that scores the grant applications and returns recommendations for granting to the county then distributes funds.
- Denver provides grants through the Arts and Venues Department, and commissions work to provide grants and opportunities to historically marginalized communities.
 - The department specifically oversees the third tier of granting from SCFD.
 - The SCFD is the cultural funding model that serves seven counties in the Denver metro area, Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson. There are additional grants funding that can be received/applied for through the SCFD.
- Cities that do not provide granting program:
 - Mesa and Chandler, AZ do not have grant programs

Interviews: Top Themes/Takeaways from Each City

What Each City oversees

- Mesa, AZ, Chandler, AZ, and Denver, CO are similar in their oversight of city-owned arts and culture venues.
- Mesa overseeing Mesa Arts Center, IDEA Museum, and Arizona Museum of Natural History.
- Chandler oversees the Chandler Center for the Arts and Chandler Museum.
- Denver (Denver Arts & Venues) is an agency within the city that is responsible for operating 6 facilities, including Red Rocks Amphitheatre, Denver Performing Arts Complex, Colorado Convention Center, Denver Coliseum, Loretto Heights, and McNichols Civic Center Building, in addition to overseeing the Denver Public Art Program.
- Phoenix, AZ, Nashville, TN, and Denver, CO are similar in their oversight of granting programming.
- Nashville also oversees the Public Art collection, however, these works need to be on Metro land. Also, a lending library partnership.
- Sarasota itself stands alone at the moment with the Arts Alliance being a separate 501c3 responsible for the grants process.

Interviews: Top Themes/Takeaways from Each City

Taxes

- Regarding Taxes, Phoenix, AZ, and Sarasota have taxes in the city, however noting that in Phoenix this tax goes to convention and visitors bureau and the convention center and only a small percentage goes towards its arts funding. Sarasota has a 6% government tax written in ordinance (Tourism Development Tax), of that 6%, a portion goes to funding the arts. The rest is split among sports and tourism, beach maintenance, and promotion for the whole of Sarasota County.
- Denver, CO has a tax of 1 penny for every 10 dollars, amounting to around \$60 million annually that is distributed to the 3 tiers among the 7 counties that SCFD is responsible for.
- Mesa, AZ, Nashville, TN, and Chandler, AZ all do not have taxes that directly go to funding their arts and culture sectors.

DEI Initiatives

- Chandler, AZ shared insight into their DEI initiatives being helpful in promoting engagement throughout the city.
 - Understanding the demographics of who is in the city, and their aim to mirror programming around the community.
 - Goal to give everyone the opportunity to participate. If there is a group wanting to participate, how can they reach those groups. Example: Hosting free events at the Chandler Museum.

Interviews: Top Themes/Takeaways from Each City

Benchmarked Cities Granting Guidelines:

Scottsdale: <https://scottsdalearts.org/community-arts-grant-program/#>

Phoenix: <https://www.phoenix.gov/arts/grants-program>

Nashville: <https://www.metroartsnashville.com/grants-and-thrive>

Sarasota County: <https://sarasotaarts.org/programs/grants/about-grants/>

Denver: <https://www.artsandvenuesdenver.com/grants-cultural-investments-1/grants>
<https://scfd.org/grantmaking/funded-organizations/resources/>

Interviews: Grant Programming Specifics

Phoenix, AZ

<https://www.phoenix.gov/arts/grants-program>

General Support – the program provides core operating support to arts and cultural organizations of all sizes that have a primary mission to create, produce, or provide arts and cultural programming to enhance the quality of lives for Phoenix residents.

- Application Deadline April 3
- Eligibility – the primary mission of producing or creating arts and culture programming and education for Phoenix residents. Minimum prior year income of \$4k, complete and submit a DataArts cultural Data profile, not be an organization applying to the Project Support program, exist as 501c3 (if not, need to be under \$250k income).

Project Support Program

- Supports guest artist fees/expenses, production fees, and marketing expenses that engage Phoenix residents, including but not limited to arts workshops, pop-up performances, and collaborations.
- Applicants can request up to \$5,000.
- They have project grant support if you have specific projects in Phoenix but are located outside.

Flash Grants Program: supports arts and cultural programs, groups, and individual artists for specific projects within underinvested areas of Phoenix.

Rental Support Grant: in partnership with Phoenix Convention Center – facility rental support to cultural organizations that help revitalize the Phoenix downtown corridor through presentations at city-owned facilities under the Phoenix Stages Program.

Interviews: Grant Programming Specifics

Nashville, TN

<https://www.metroartsnashville.com/grants-and-thrive>

Arts Build Communities (ABC) Grants – For arts organizations’ arts projects to broaden access to arts experience. Up to \$5k per organization (Funded by the Tennessee Arts Commission through sales of specially license plates).

Cultivate grants – for independent artists and arts organizations with revenues under \$100k per year.

- Administered by Metro Arts that is designed to build strengthen and cultivate communities in Nashville. Supporting the foundation, growth, and impact of an artist's work.

Operating Grants – for arts organizations.

- Operating support for Micro Institutions (revenue less than \$25k) – Awards up to 75% of average revenue, with minimum awards of \$3,000.
- Operating support for Small institutions (revenue between \$25k-100k) – Awards up to 50% of average revenue, minimum awards of \$3,000.
- Operating support for Medium Institutions (revenue between \$100k-500k) – Awards up to 25% of average revenue, with maximum awards of \$125k.
- Operating Support for Mid-Size Institutions (revenue between \$500k-3M) – Awards up to 17% of average revenue, with maximum awards of \$120,000.
- Operating support for Large institutions (revenue >\$3M) – Awards up to 1.8% of average revenue, maximum awards of \$200,000.

Thrive – Call for artists services. For independent artists and project-based support.

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Mesa, AZ

- <https://www.mesaaz.gov/home/showpublisheddocument/46856/638180300188530000>

Chandler, AZ

- <https://www.chandleraz.gov/sites/default/files/departments/management-services/City-of-Chandler-2023-24-Adopted-Budget-FINALop.pdf> (Page 95)

Phoenix, AZ

- https://www.phoenix.gov/budgetsite/budget-books/2023-24_City_Manager_Proposed_Budget.pdf

Denver, CO

- https://www.phoenix.gov/budgetsite/budget-books/2023-24_City_Manager_Proposed_Budget.pdf (Pages 150 and 177)

Nashville, TN

- https://www.nashville.gov/sites/default/files/2023-09/FY24BB_41MetroArtsCommission.pdf?ct=1695913880

Sarasota, FL

- <https://www.calameo.com/read/0041025091f22bb02dbd9?trackersource=library> (page 38)

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- https://www.chandleraz.gov/sites/default/files/FY2022-23_BudgetBook.pdf
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- https://www.nashville.gov/sites/default/files/2023-09/FY24BB_41MetroArtsCommission.pdf?ct=1695913880
- <https://wslr.org/sarasota-public-art-plan-approved-doubles-support-from-private-developers/>
- <https://scottsdalepublicart.org/about/#:~:text=Scottsdale%20Public%20Art%20focuses%20on,events%20throughout%20the%20year%20C%20including>
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- <https://www.phoenix.gov/arts/aep>
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- <https://www.chandleraz.gov/government/city-managers-office/2020-annual-report/quality-of-life/arts-culture-events>
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- <https://www.census.gov/quickfacts/fact/table/mesacityarizona#>
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Appendix C: Stakeholder Engagement Report

Engagement Meetings Themes

Communication: There is an opportunity for arts organizations across all areas of Scottsdale to create resources, such as a community calendar, and opportunities for the broader community within Scottsdale and beyond to become aware of and involved in programming.

- “I’d like to see a calendar that would show everything. Not just in Scottsdale but Mesa and Tempe too.”
- “Many of us are nonprofits and there's a misconception that we are competing, when we're not. Show the donors that we're working hard together and collaborating. Wanting a better platform to connect.”
- “We have a lot to offer, yet you have to go to a lot of different sites to get all that info. It's like you have to know each org individually. There are some orgs that others don't know about at all. We've tasked Scottsdale arts to create an arts and culture calendar to help provide visibility on those arts and culture orgs. A one stop shops to place those people and orgs in to share this information and events.
- “The advocacy for what is already here is missing. There is a wealth of opportunity for that growth here in the community.”

Engagement Meetings Themes

Communication: (cont'd)

- “I think awareness is missing. We have so much, but does the layman know about what’s going on.”
- “Having a central place where we can know about all of the updates going on in the city so we can go out spontaneously.”
- “A central main website to connect everything (arts orgs and cultural orgs).”
- “Some of the old communications vehicles and media are breaking down. It’s becoming harder. How are people making those connections? Maybe there’s something that exists that I don’t know about. I do feel like it’s harder than it once was.”
- “Unless I google them (incoming artists) or go to YouTube I’m unaware of what is being presented, it would be great if they could provide links/background on the new people being brought in. It will encourage me to take a chance.”

Engagement Meetings Themes

Partnerships: There is a desire for organizations to partner up, support one another more proactively, and share resources.

- “I like partnerships as well, as a contemporary space and with curator focus on new media, the partnerships can help spread the love.”
- “I’d like to see more partnerships. We can do crosspollinating. I’m big on partnering with whoever will partner with us. I’ve worked with a few local artists in the area. I’d also love to work with Musicfest and other orgs up north too. That collaboration would be key to helping promote awareness.”
- “I feel like we have not had that sweet spot of collaboration to have enough touch points in Scottsdale. There can be multiple shining stars in Scottsdale.”
- “How can you partner with the Scottsdale community college? That would also be a wonderful partnership. They could have facilities that we don’t know about and team up to use their resources and get more acknowledgement.”

Engagement Meetings Themes

Partnerships: (cont'd)

- “There might be options for collaboration in senior centers, further partnerships with schools to bring arts into those centers.”
- “With partnerships with the arts school, anime classes, out north holding an event canvas and couture, and partnerships in neighborhoods. Willing to partner all over the valley. There is an openness to collaborate with others.”
- “There is Canal Convergence through the public arts portion of Scottsdale Arts. Number of Festivals that go on along the Canal area, but not quite ability for younger artists who are less established they don't have the same opportunity.”

Engagement Meetings Themes

DEIA work: Respondents indicated they were either unaware of any DEIA work being done or felt that more needed to be included in the efforts overall. They also indicated resistance to the work itself and wanted to see more Scottsdale organizations work together to create a common vision for the region.

- “It’s not very diverse. There have been efforts that are made for inclusion and there isn’t diversity in Scottsdale itself.”
- “Our state arts commission was publicly fired for “wokeism and social engineering”. There is a major foundation where they hemorrhaged 6 people for same reasons. And another colleague is gone for the same reason... I’d love to be doing this work, but it will not be tolerated by the boards. It’s not for lack of us wanting to do it, it’s the environment in which we work.”
- “There have been trainings for orgs and it’s hard to activate. Friends of color are being asked to be on everything, especially within the African American community. Their offerings and who they are stating they’re trying to bring in. You get “extra credit” when you try to bring in from marginalized groups.”

Engagement Meetings Themes

DEIA work: (cont'd)

- “A lot of us have good intentions, but don’t do homework to meet the needs of different cultural areas.”
- “We should be looking at the indigenous populations (we have the largest native nation in the country). This history is really the soul of the place. To me, anything you’re doing culturally in the arts, that should play a role and we should see more of that.”

Arts Education: There is a strong investment in arts education in Scottsdale, but respondents indicate both an opportunity for the programming to expand as well as a need for additional support.

- “Fantastic programming in middle and upper schools for the arts. VISIONS programming at Scottsdale Arts for high school students. There is also programming for older adults to work on memory. I’m sure there are also more like Boys and Girls club for Arts education programming.”
- “It’s in the school districts and also all the senior assisted living centers, the private corporations have those programming’s...Scottsdale has an arm to do programming on that end. It’s ongoing, but fragmented.”
- “Scottsdale artists school, most organizations, they are understaffed and overworked. Capacity is a problem. We can’t expand if there aren’t enough staff to help do the work.”

Engagement Meetings Themes

Arts Education: (cont'd)

- “The school district does a lot with arts and recognizes it as important...There have been partnerships with Scottsdale Arts and the schools and bringing students to the museums and working with art therapy and dementia for older citizens.”
- “How to collect art, clean art, and care for art. There is a gap in educational programming for that.”
- “... I haven't seen hands-on watercolor classes, flower arranging. We have to go to Mesa to take pottery classes on a Friday night. It's beautiful, but if there was a pottery studio in Scottsdale, we'd go there first.”

Engagement Meetings Themes

Arts Engagement in the Region:

There is a desire to see more engagement from the northern area of Scottsdale above the 101

- “The north side is missing more locations/support. There is no civic facility up north. The only civic areas are primarily downtown.”
- “Population is growing in the northern area, and they are of well financial means and consuming arts, and they’re not driving below the 101.”
- “How do you flip/have the sentence that we need you (living in community) to invest? It’s a challenge, a discussion that orgs are having here. Creating the next generation of philanthropists. How can we invite the rest of the philanthropists and have discussions to bring more to Scottsdale.”
- I think there could be a “district” in North Scottsdale that could help draw people. If there was more of an arts center in this part, it could draw people.”

Engagement Meetings Themes

Arts Engagement in the Region: (cont'd)

There are opportunities to expand in certain areas

- “Lack of enthusiasm problem. We’re trying to redo 2nd street downtown. The entrance to the contemporary art museum is a mess; it needs to be reorganized. As you walk down 2nd street, it doesn’t feel welcoming.”
- “Old town isn’t the geographic city anymore. When I think about arts focuses, I also want to think about Taliesin West. Our assets are hidden; we need to better draw people in and let them know of those gems here.”
- “The scene in Scottsdale because of covid and the kind of galleries there is not as innovative yet as compared to First Friday in Phoenix and Roosevelt Row.”

Different areas may require different approaches

- “More so southern and northern area. Scottsdale is a weird place; it’s long and narrow, has expensive houses, and millions of dollars. And south Scottsdale its lower income and is more ethnically diverse. It’s super conservative and white in the north... It will be hard to meet the needs without a very segmented approach.”

Appendix D: Arts and Culture Organizations Intake Form Analysis Report

1. Summary of Findings

- Top strengths of the arts and culture community in Scottsdale reported by respondent organizations include the community and their support, and the location and specific venues.
- Top weakness of the arts and culture community in Scottsdale reported by respondent organizations include a lack of support and funding, venue-related challenges, lack of communication and awareness of the art organizations and events, opportunity for more collaboration, opportunity to create more local connections, and exclusivity perception and lack of diversity.
- Top opportunities of the arts and culture community in Scottsdale reported by respondent organizations include location-related opportunity, funding, partnerships, collaborations, and community engagement, and diversity, equity, and inclusion efforts.
- 88% of respondent organizations were representative of educational organizations.
- Top reported offerings of the respondent organizations included music and visual arts.
- Top reported constituents served by the organizations included residents of Scottsdale, adults, seniors, and students.
- 74% of all respondent organizations are located in Scottsdale.
- 77% of all respondent organizations reported a staff size of 1-25 people.
- 74% of all respondent organizations reported that they rely on volunteers.
- 32% of all respondent organizations reported that they employ 0 artists per year on average and 24% employ 51-100 artists per year on average.
- Top reported types of boards that the respondent organizations have include advisory boards and fiduciary boards.
- 43% of respondent organizations reported that their organizations have some dedicated space but don't control the use of other spaces they work in.
- Top reported uses of respondents' dedicated spaces include for internal meetings, education, and storage.
- 69% of the 29 organizations that responded reported that they do rent out their dedicated spaces.
- 50% of the 30 organizations that responded reported that they share their dedicated space with other organizations and 50% do not.
- 80% of the 30 organizations that responded reported that they do not own the dedicated space they use.
- 35% of the 23 organizations that responded reported that they are seeking a permanent venue/space and 35% are not.
- 45% of the 29 organizations that responded reported that their dedicated space does meet the organizations' needs and goals.

1. Summary of Findings (cont.)

- Top reported venue amenities that the respondent organizations feature include parking, restrooms, and Wi-Fi.
- Reported amenities that the respondent organizations currently do not have include dedicated affordable space, working space/office space, storage, adequate parking.
- Top reported technical support that respondent organizations possess include sound systems and lighting.
- Top reported types of space that respondent organizations own or rent include office space and theatres.
- Top reported needs for space include for community events, a community-based structure work environment, parade entries, a film auditorium, and external events.
- Top reported venue amenities that the respondent organizations need in their space include restrooms and parking.
- Top reported technical support that respondent organizations currently use include lighting and sound systems.
- Top reported types of dedicated space that respondent organizations currently use include office space and storage space.
- 62% of the 34 organizations that responded reported that they do not offer subscriptions and/or a membership program.
- Subscription or membership examples reported by respondent organizations include multi-level membership, multi-organization memberships, donor benefits, and specific subscriptions/memberships.
- 32% of the 34 organizations that responded reported that they offer free tickets/admission sometimes.
- 82% of the 17 organizations that responded reported their lowest price for single tickets as \$1-\$25.
- 41% of the 17 organizations that responded reported their highest price for single tickets as \$26-\$50.
- Top reported programming that the respondent organizations offer include youth classes and adult classes.
- 63% of the 34 organizations that responded reported that they host 1-25 productions/events/exhibitions per year.
- 24% of the 34 organizations that responded reported that they host 1-10 classes/workshops per year. 24% host none.

1. Summary of Findings (cont.)

- 32% of the 34 respondent organizations reported a budget size from the previous year of over \$100,000.
- 66% of the 32 respondent organizations reported that they have been funded by the City of Scottsdale in the last 10 years.
- Top reported years that respondent organizations were funded by the City of Scottsdale include 2020, 2021, 2022, and 2023.
- 12 respondent organizations out of 21 reported that 10% or less of their total revenue is funded by the City of Scottsdale.
- 21 organizations have office spaces on site, 9 of which have more than one.
- 14 organizations have a theater, 5 of which have more than one.
- 15 organizations storage space, 5 organizations have more than one
- 82% of the 33 respondent organizations reported that they do not have an operational endowment.
- 67% of the 6 organizations that responded reported an operational endowment of \$1 million - \$9.9 million.
- 66% of the 32 organizations that responded reported that they do have reserve funds.
- 66% of the 29 organizations that responded reported that they have \$250,000 or less of cash on hand.
- 84% of the 25 organizations that responded reported that they have \$250,000 or less or growth capital.
- 87% of the 23 organizations that responded reported that they have \$250,000 or less or risk capital.

Themes on top needs for organizations to achieve its mission and full potential

Assistance with funding
Venue support
Help with promoting and increasing awareness
Support with staffing

Themes on roles the City of Scottsdale play in supporting the arts

Assistance with funding
Providing venues and exploring new venues
Help with promotion and increasing awareness
Cultivating partnership and collaboration

Section I: Arts & Culture in Scottsdale

Q2: Please list the top three strengths of the Arts and Culture community in Scottsdale:

33 organizations answered

The Community Aspect and their support

Embedded in our community

Engages with Scottsdale Community

Community events

Community Support

Serving the community

Public support

Location and Specific Venues

Canal Convergence

Civic Center

Location in Old Town

Old town - western city

Scottsdale center of the performing arts

Other themes

The variety, quality, and amount of options

Funding, Accessibility, Affordability, Diverse offerings, Connection to history and heritage

Section I: Arts & Culture in Scottsdale

Q3: Please list the top three weaknesses of the Arts and Culture community in Scottsdale:

33 organizations answered

Lack of support and funding

“We need more support for local arts organizations.”

Under-funded.”

“Not enough philanthropy.”

“Lack of serious City Support.”

“Same grants each year.”

“Lack of local resident champions.”

Venue-related challenges

“Only in South Scottsdale, nothing up north.”

“No large venue.”

“Not enough venues- smaller venues not known.”

“Need event center in north Scottsdale.”

“Aging venues.”

Lack of communication and awareness of the art organizations and events

“City officials are not aware of their local art leagues.”

“Public projects are not widely publicized.”

“Lack of awareness and promotion for arts orgs outside of Old Town region.”

“Community can be more aware of arts and culture opportunities.”

“Marketing and news about opportunities for performance.”

“Lack of strong communication from Scottsdale Arts to all Scottsdale arts venues and orgs.”

Opportunity for more collaboration

“lack of strategic collaboration - hoping this survey will bring about change!”

“lack of collaboration among small organizations.”

Opportunity to create more local connections

“Lack of engagement with local artists in marginalized groups-- especially adults with disabilities.”

“Underdeveloped local arts environment.”

“Collaboration with local groups – colleges.”

“No venues for local artists’ clubs.”

Exclusivity perception and lack of diversity

“Focus on the rich.”

“Elitism.” – “Not inclusive at times.”

“Prices are too high except for the top 20% in N. Scottsdale.”

“White hegemony.”

“Need more diversity in programing.”

Section I: Arts & Culture in Scottsdale

Q4: Please list the top three opportunities of the Arts and Culture community in Scottsdale:

33 organizations answered

Location-related opportunities

“The new outdoor performance structure at Scottsdale Civic Center Plaza.”
“Great weather for outdoor performances.” – “Outdoor facilities.”
“More places to play live music.”
“A multi-purpose arts/performance venue above Shea Blvd to conveniently serve more central/north Scottsdale residents.”
“Expand the Canal convergence.”

Funding

“Increased CoS funding for non-profit arts organizations outside of Scottsdale Arts.”
“Attracting corporate funding partners.”
“More investment by city government.”
“federal funding.”
“High-end arts grants.”
“Tourism events grants.”

Partnerships, collaborations, and community engagement

“Developing long-term relationships with regional organizations.”
“Combine arts and culture with local businesses.”
“More collaboration fostered by Scottsdale Arts.”
“to connect with art and community.”
“A need to coordinate all the arts groups in the whole city.”
“increase community engagement.”

Diversity, equity, and inclusion efforts

“More diverse performances.”
“Further equity opportunities in participation.”
“Incorporating Indigenous Art Festivals and more Native decision makers”
“More racial equality.”

Other themes

Education and youth programming, creating a vision for the future, being a leader, marketing efforts to increase awareness, and growing new audiences.



Section I: Arts & Culture in Scottsdale

Q5: Please add any additional comments on the Arts and Culture community in Scottsdale:

21 organizations answered

Continue to collaborate and stay connected

“It finally is feeling like we are all much more connected.”

“I'd love to see more collaboration between Scottsdale and Scottsdale community College in arts production, music and collaboration.”

“Would like to see Arts and Cultures Community work together more.”

“...It is necessary for the city to start investing in arts infrastructure, to serve this growing and active resident population there is enormous untapped potential for Scottsdale to become not only known for golf, Western experiences, and spring training, but also for the arts. Currently, there is lip service to suggest that Scottsdale is an arts town, but it's certainly not backed-up with support or vision.”

Assistance with funding

“It would be great if you can help arts organizations to get updated on how to get funding from crowd sourcing and other internet platforms.”

“There are great opportunities for youth but limited for adults who work professionally in the performing arts. There's certainly variety here. Something for everyone. Prices are not outrageous as they are in bigger cities. Visual arts may be saturated to capacity but there is room for growth in the performing arts sector.”

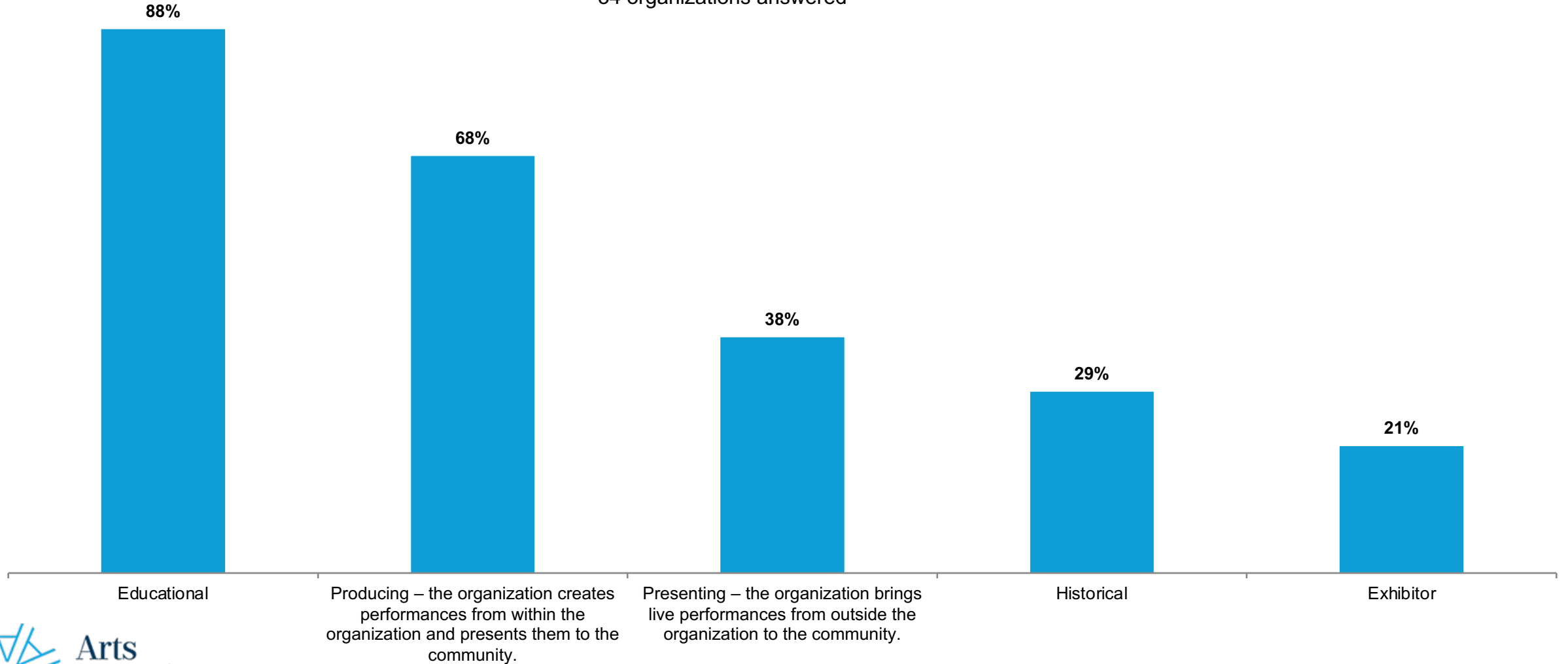
“Considering the legacy status of Scottsdale Arts, it's convenient for the CoS to commit extraordinary funding support for this one organization. However, for other arts organizations to thrive and to provide meaningful and quality arts experiences for residents and visitors, it's imperative that the CoS appreciate that there are other professional arts and culture orgs also greatly enhancing the quality of life for residents and serving as major destination attractions for visitors to the city.”

“It is unfortunate that the grants each year are going to the same groups. I do not see any focus on arts programming for seniors with Alzheimer's, dementia, Parkinson's or other later in life seniors. I also do not see any money going to those with disabilities which is historically a group with very little opportunity in arts related programs.”

Section II: General Information

Q8: What is the type of the organization? (Select all that apply)

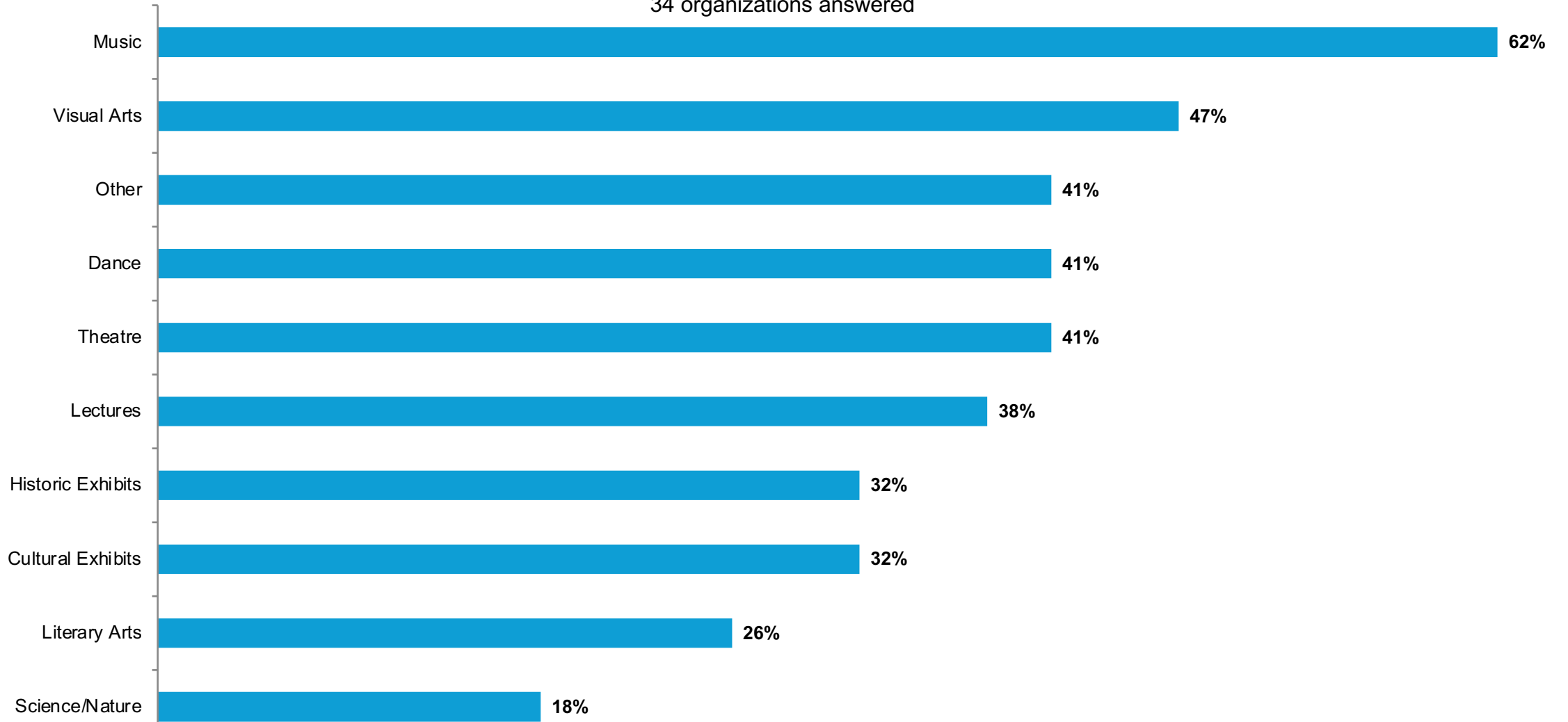
*Organizations self-identified
34 organizations answered



Section II: General Information

Q9: What cultural or art offerings does the organization represent? (Select all that apply)

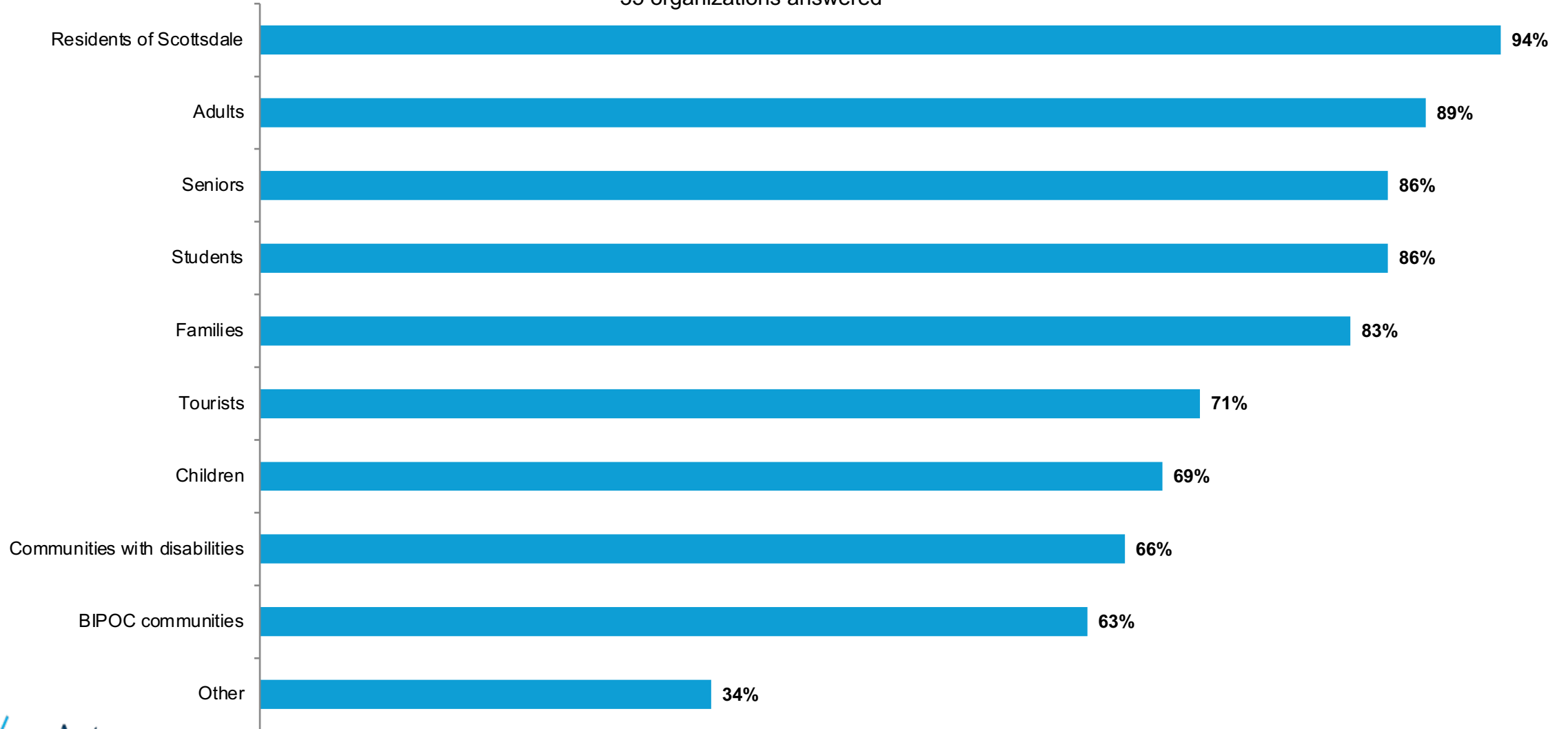
34 organizations answered



Section II: General Information

Q10: Who does the organization serve? (select all that apply)

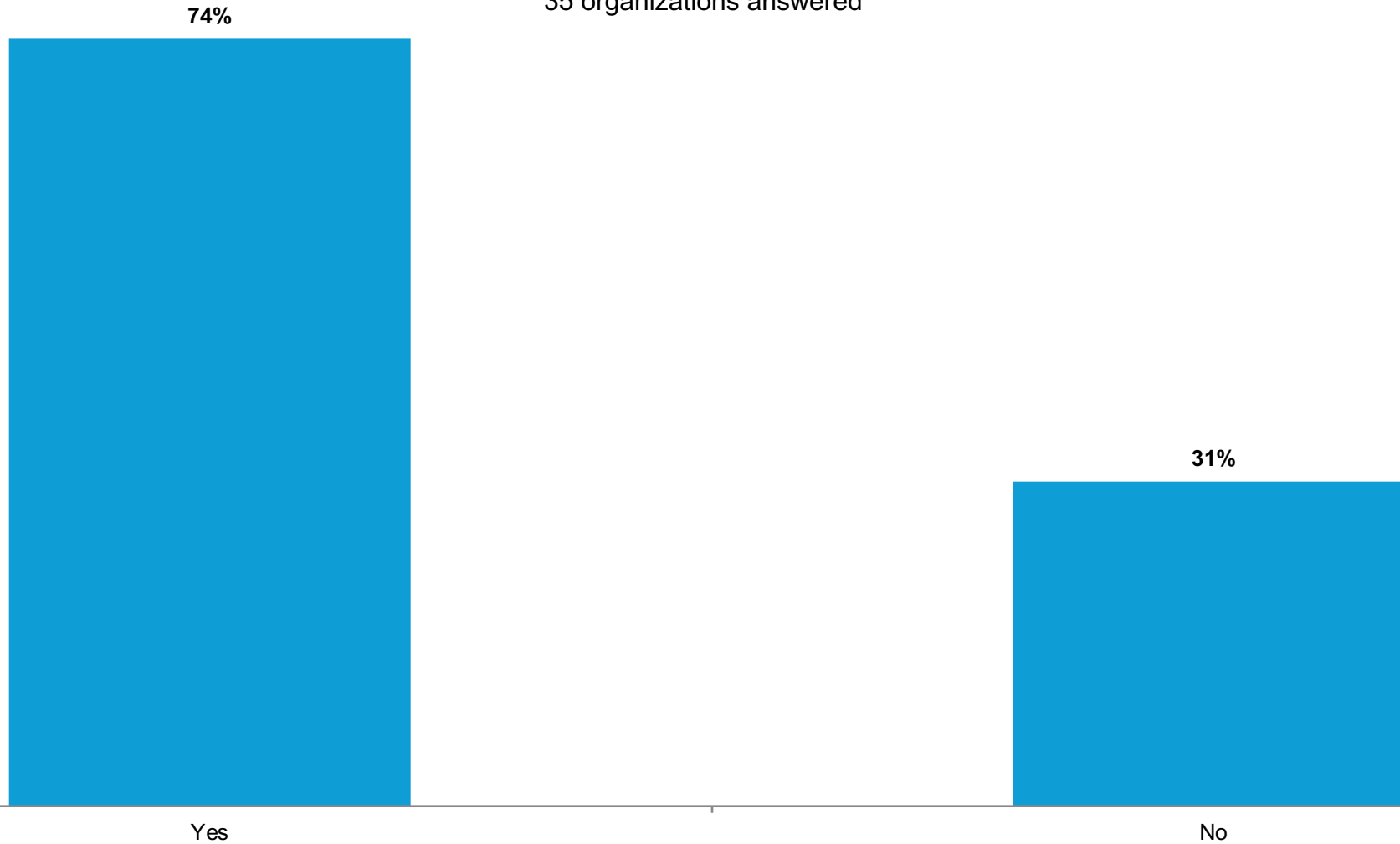
35 organizations answered



Section II: General Information

Q11: Is the organization located in Scottsdale?

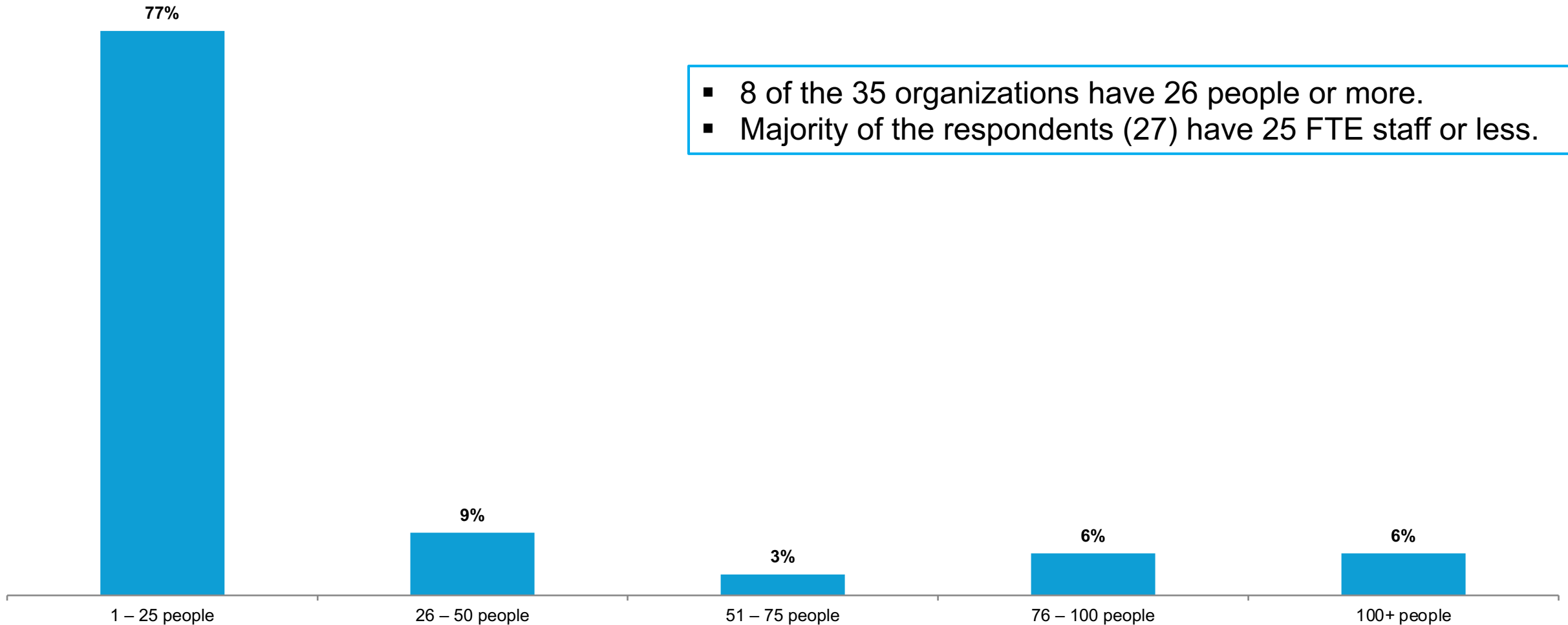
35 organizations answered



Section IV: Organizational Staffing & Volunteers

Q17: What is the size of the organization's staff, FTE (full-time equivalent)?

35 organizations answered

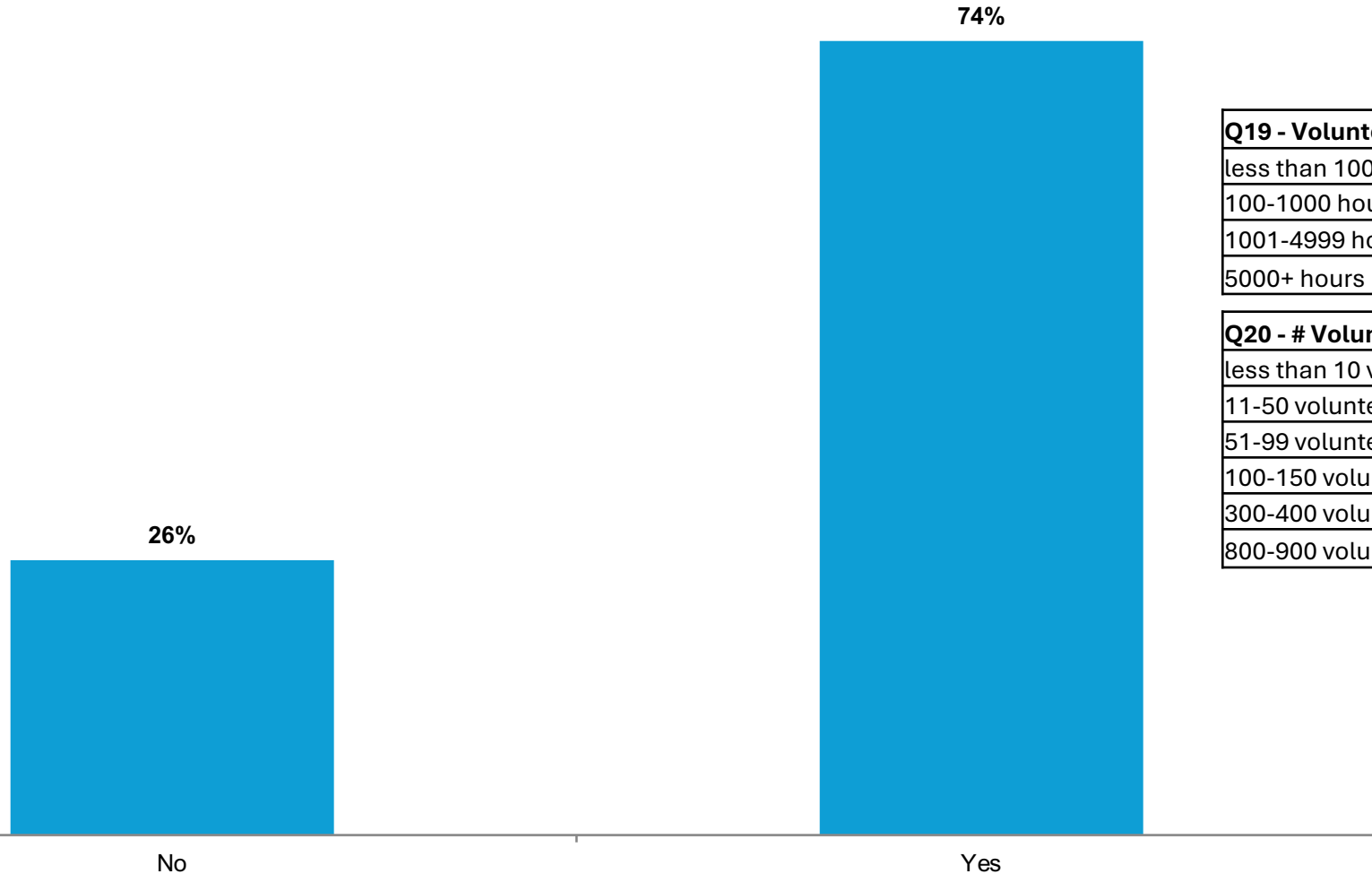


- 8 of the 35 organizations have 26 people or more.
- Majority of the respondents (27) have 25 FTE staff or less.

Section IV: Organizational Staffing & Volunteers

Q18: Does the organization rely on volunteers?

35 organizations answered



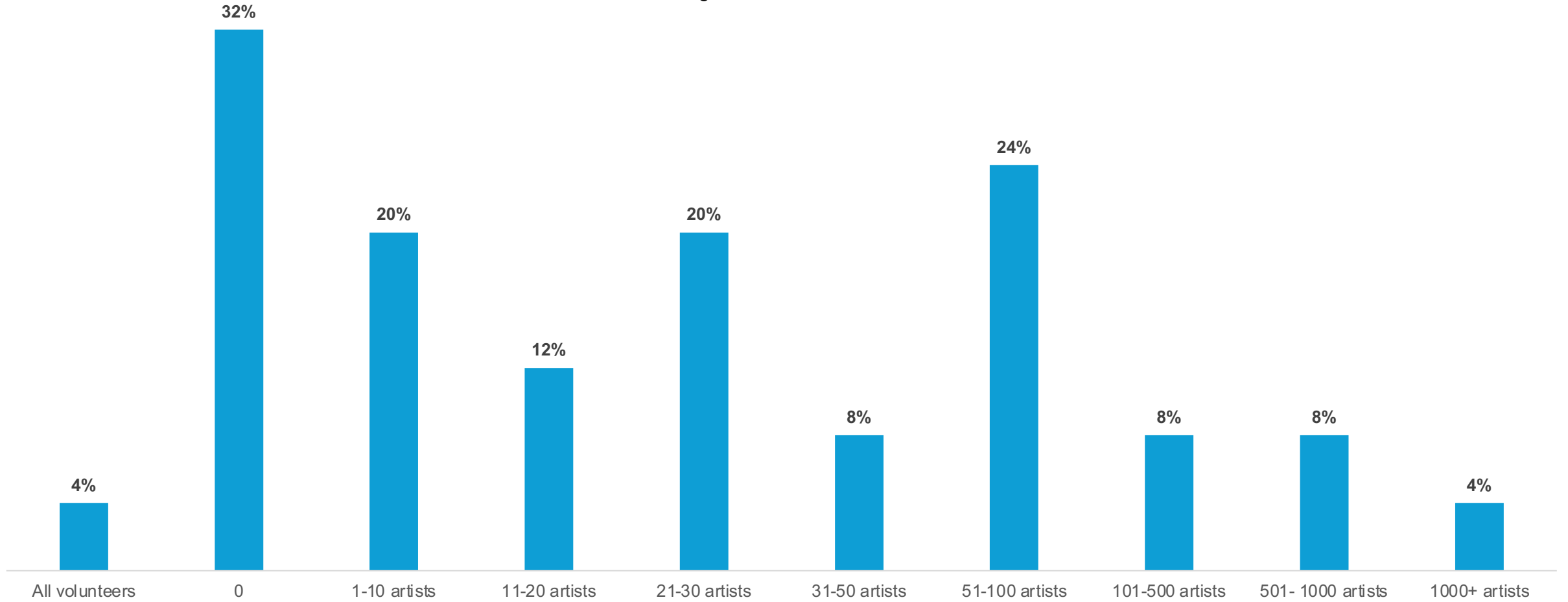
Q19 - Volunteer hours/year	Orgs Count (total: 25)
less than 100 hours	28%
100-1000 hours	44%
1001-4999 hours	20%
5000+ hours	8%

Q20 - # Volunteers /year	Orgs Count (total: 25)
less than 10 volunteers	28%
11-50 volunteers	24%
51-99 volunteers	24%
100-150 volunteers	16%
300-400 volunteers	4%
800-900 volunteers	4%

Section IV: Organizational Staffing & Volunteers

Q21: How many artists (musicians, visual artists, dancers, performers) does the organization employ per year on average?

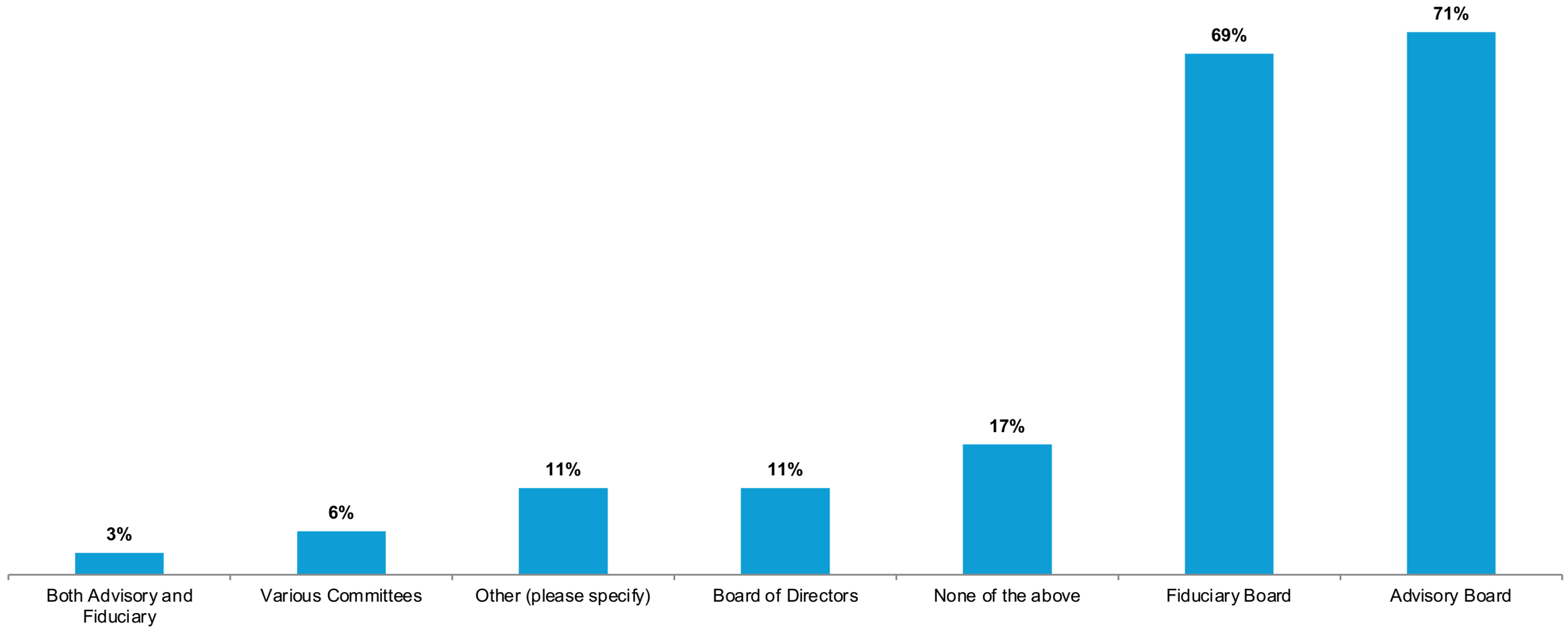
35 organizations answered



Section IV: Organizational Staffing & Volunteers

Q22: Please select the types of boards the organization has. Select all that apply

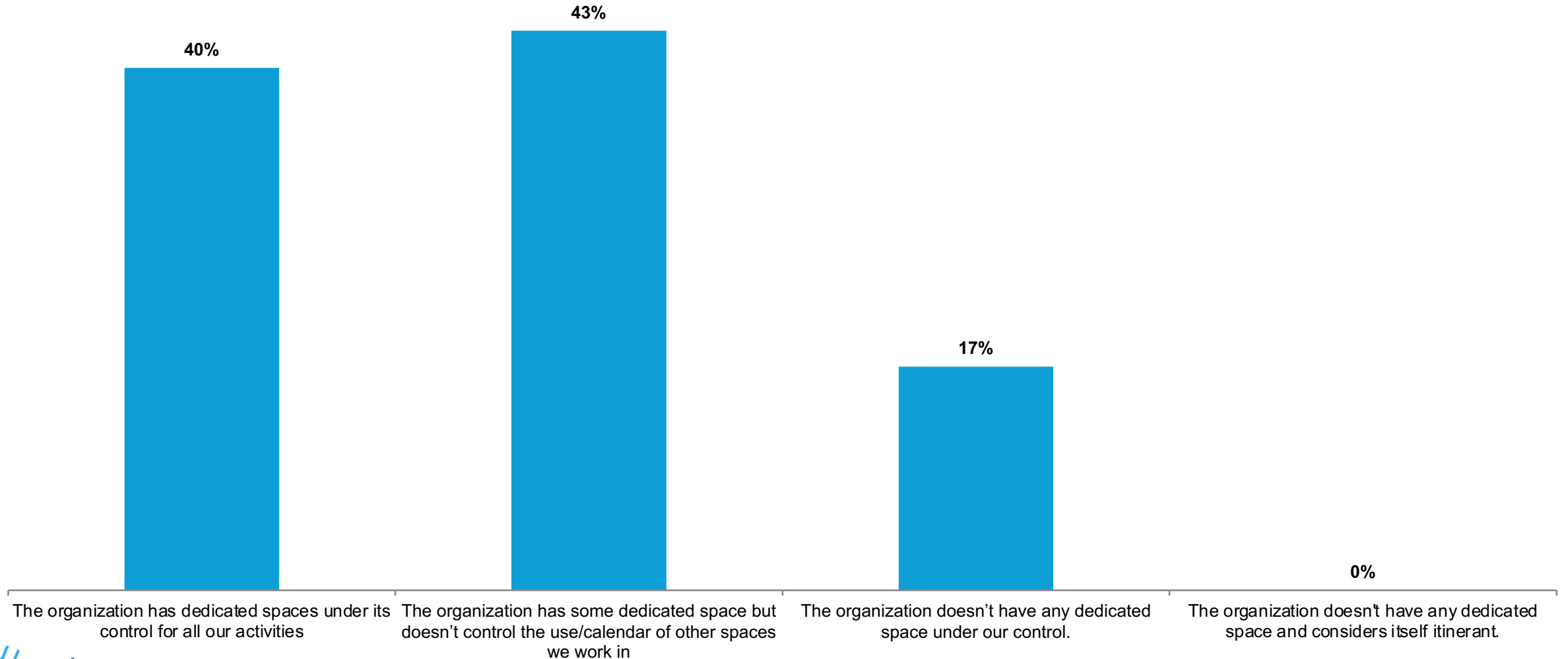
35 organizations answered



Section V: Venue Details

Q24: How would you describe the organization's venue/space?

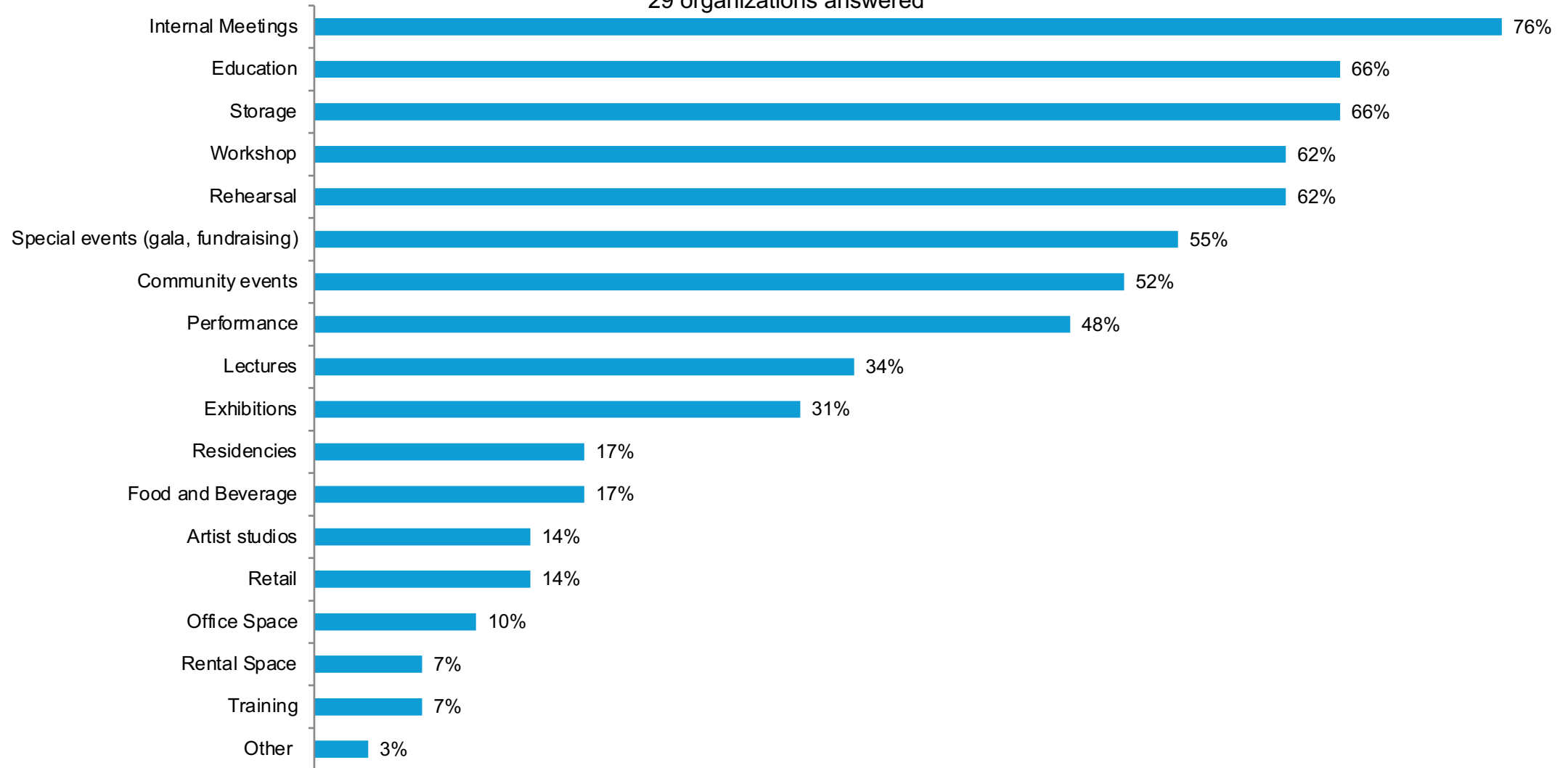
35 organizations answered



Section V: Venue Details

Q25: What does the organization use its dedicated space/s for? (select all that apply)

29 organizations answered



Section V: Venue Details

Q26: Does the organization rent the dedicated space it uses?

29 organizations answered



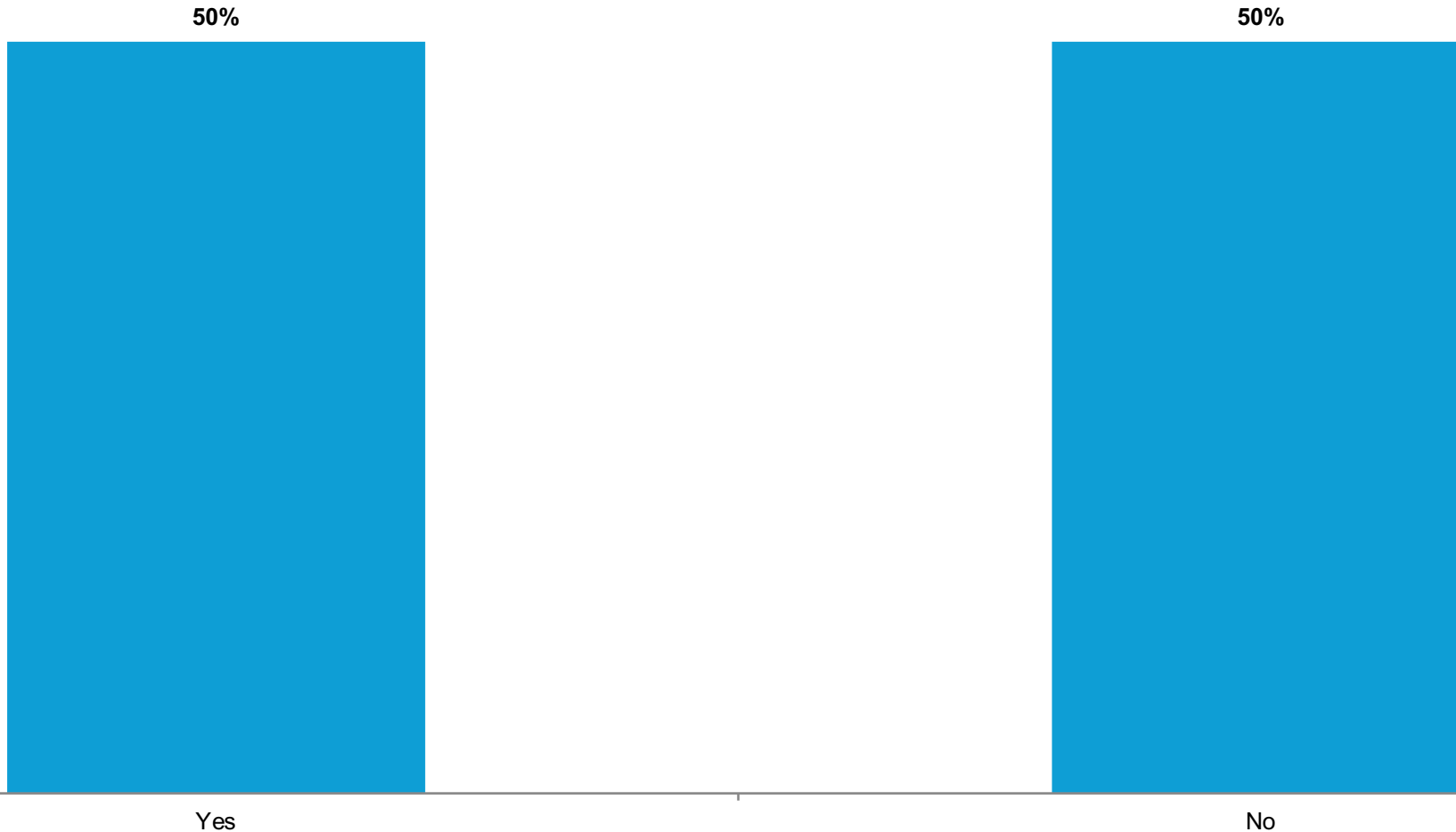
Yes

No

Section V: Venue Details

Q27: Does the organization share the dedicated space with other organizations?

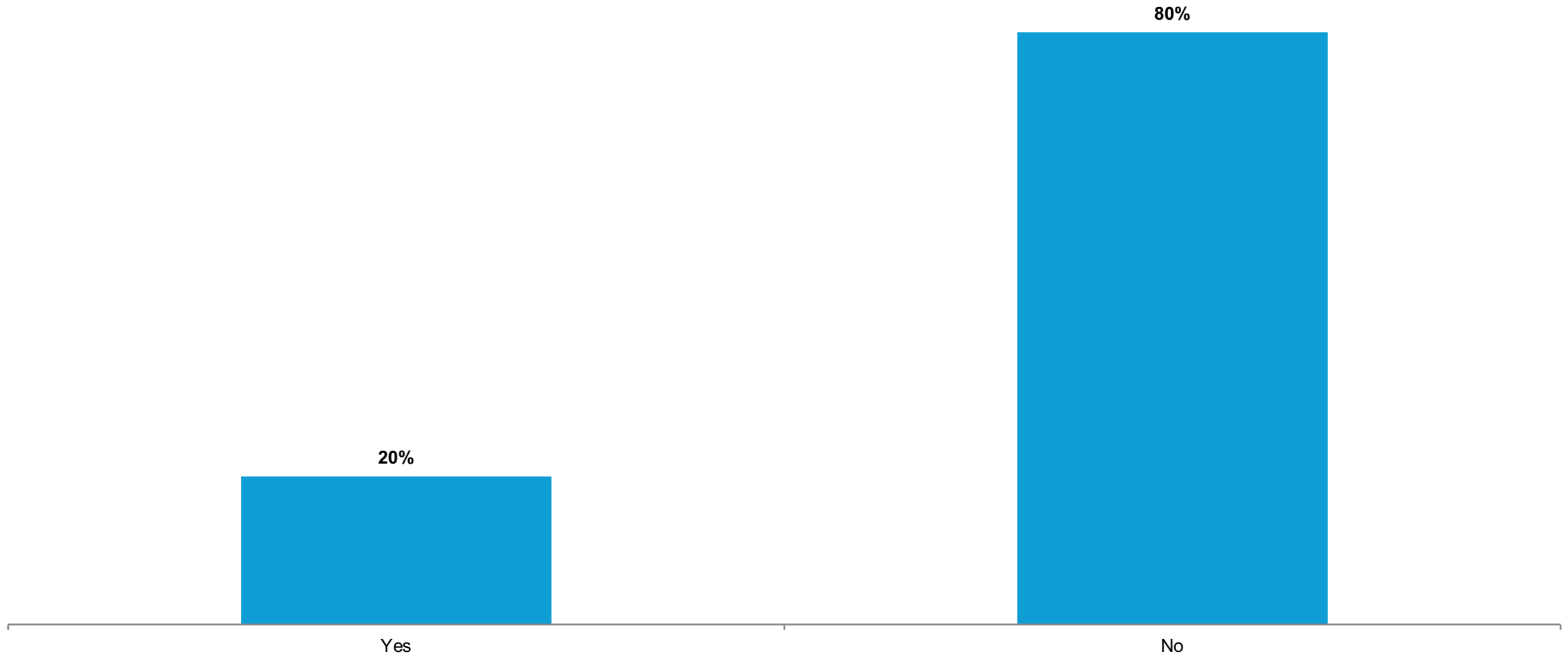
30 organizations answered



Section V: Venue Details

Q28: Does the organization own the dedicated space it uses?

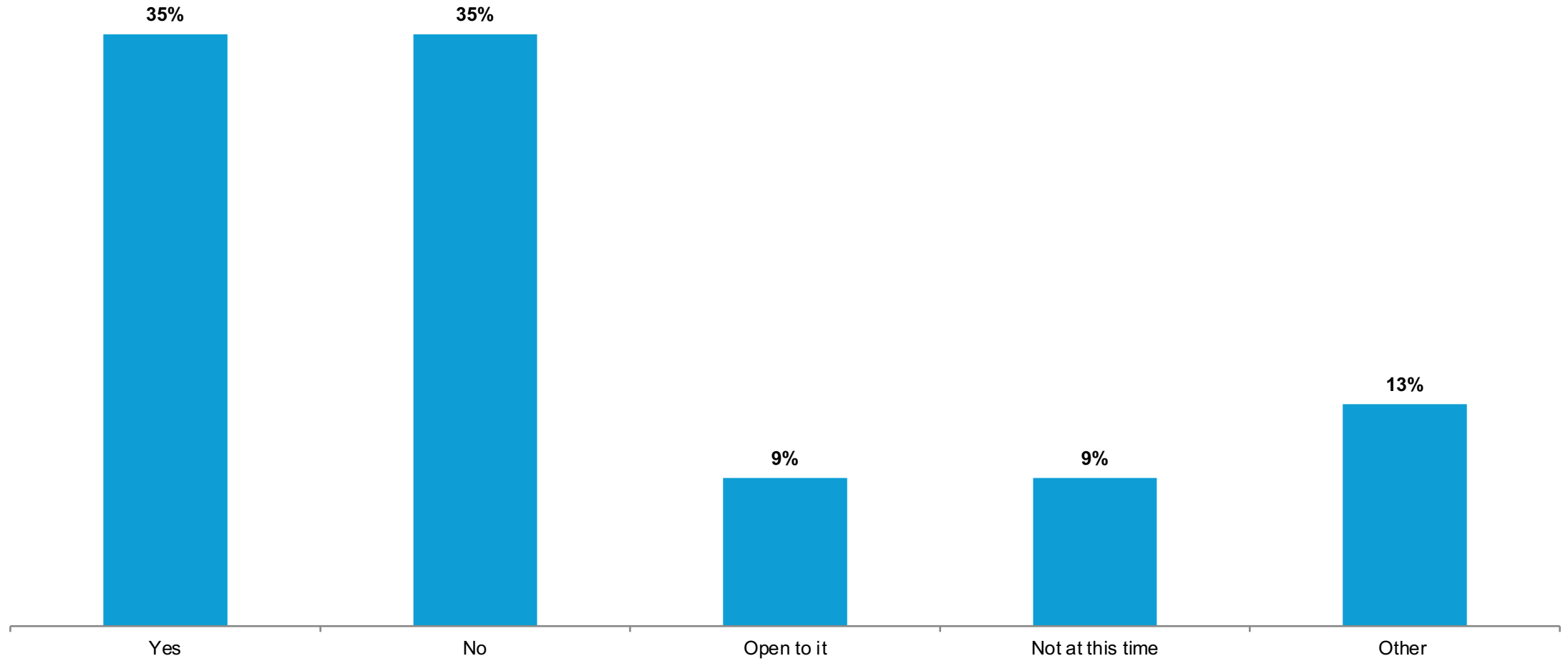
30 organizations answered



Section V: Venue Details

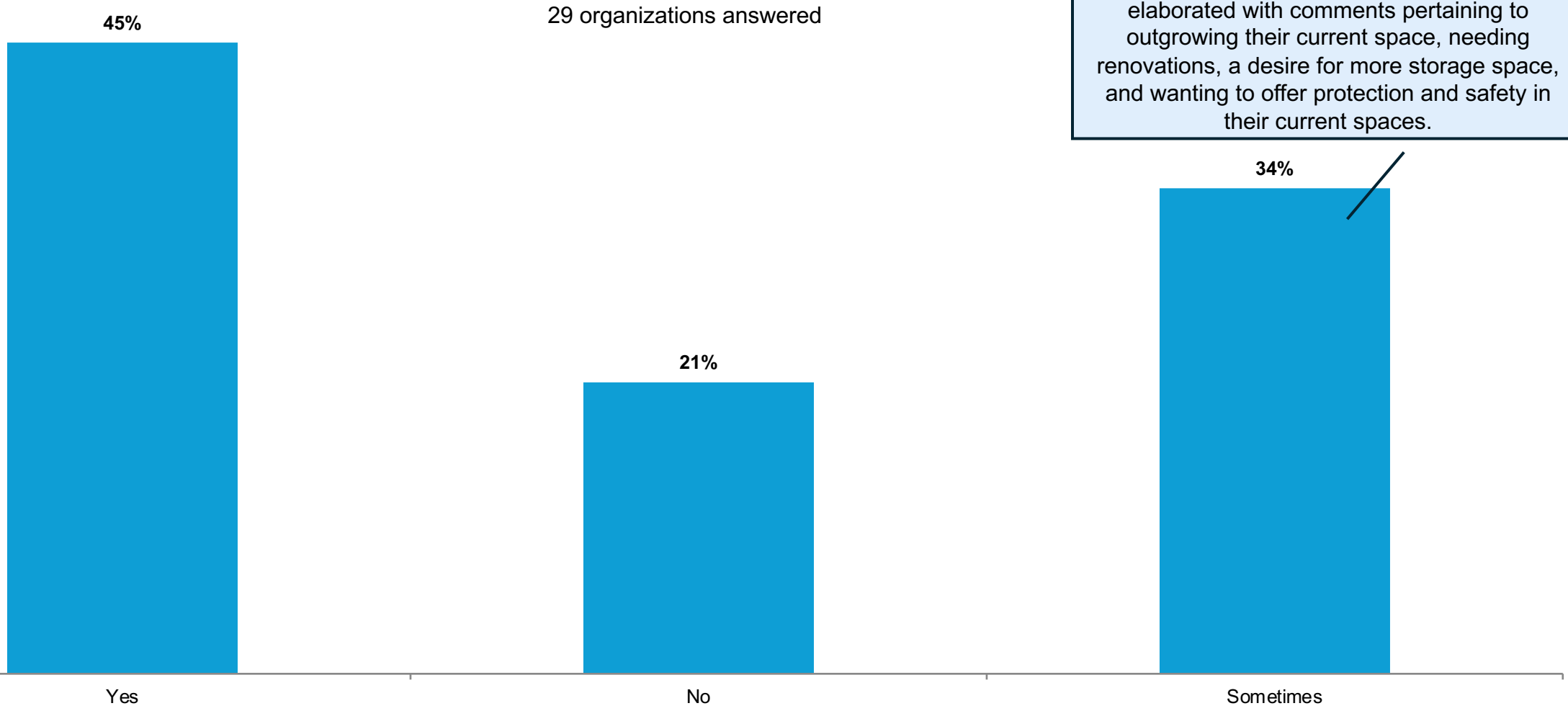
Q29: *Is the organization seeking a permanent venue/space?*

23 organizations answered



Section V: Venue Details

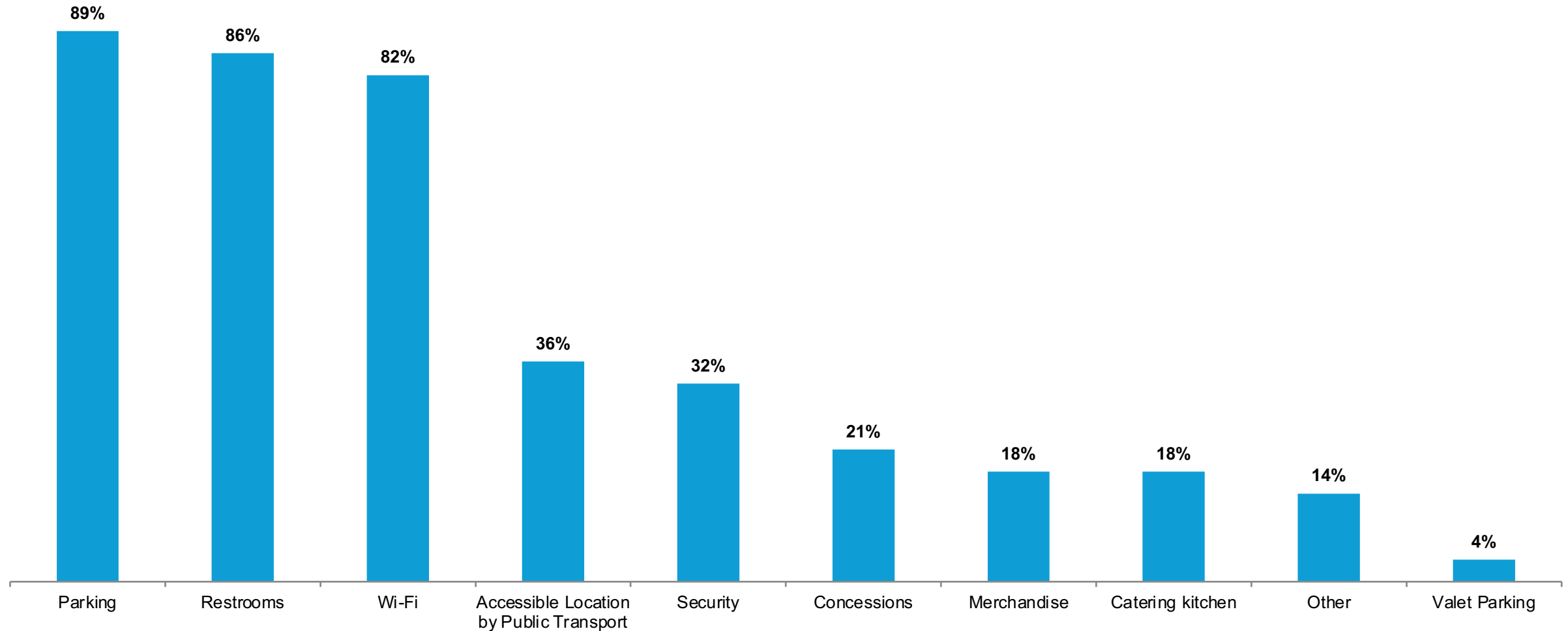
Q30: Does the dedicated space meet the organization's needs and goals?



Section V: Venue Details

Q31: What amenities does the organization's dedicated space possess/feature?

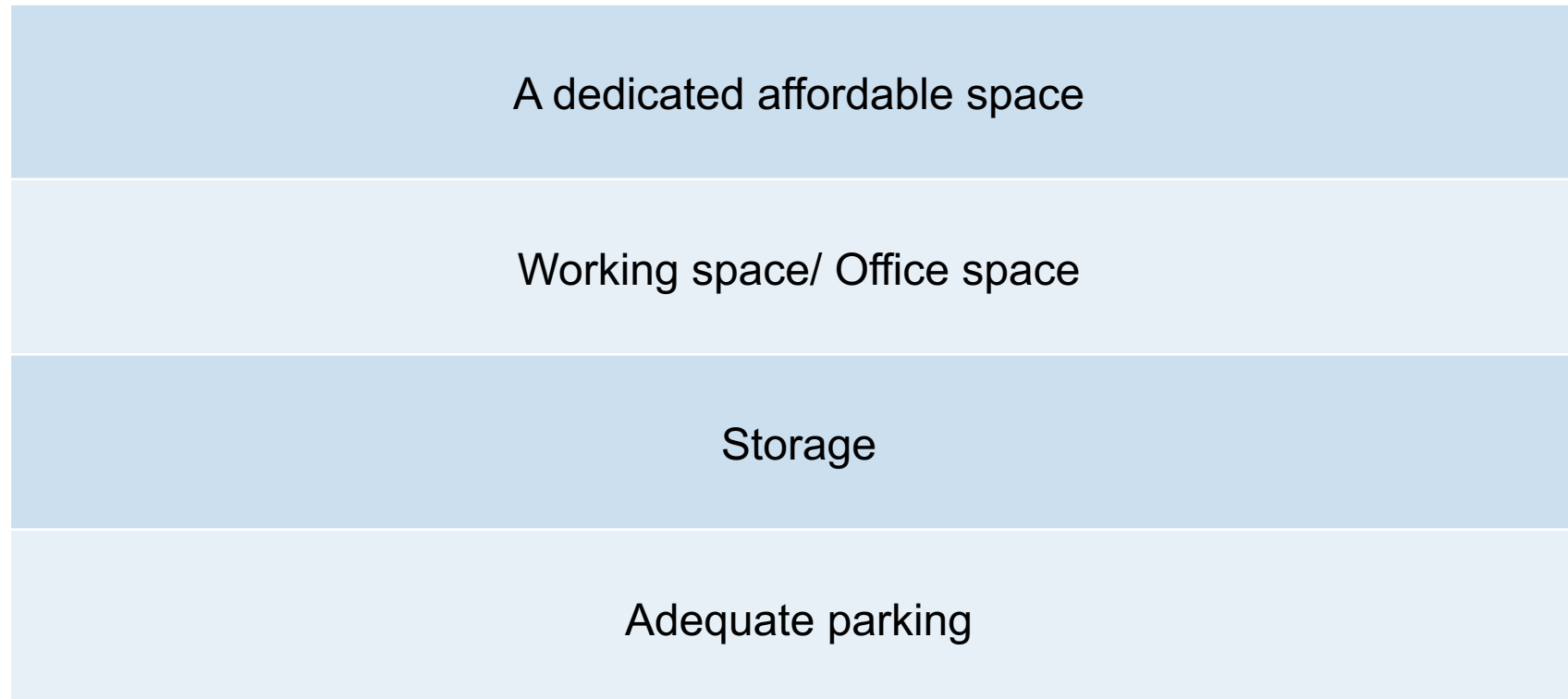
28 organizations answered



Section V: Venue Details

Q32: What amenities does the organization need that it doesn't currently have?

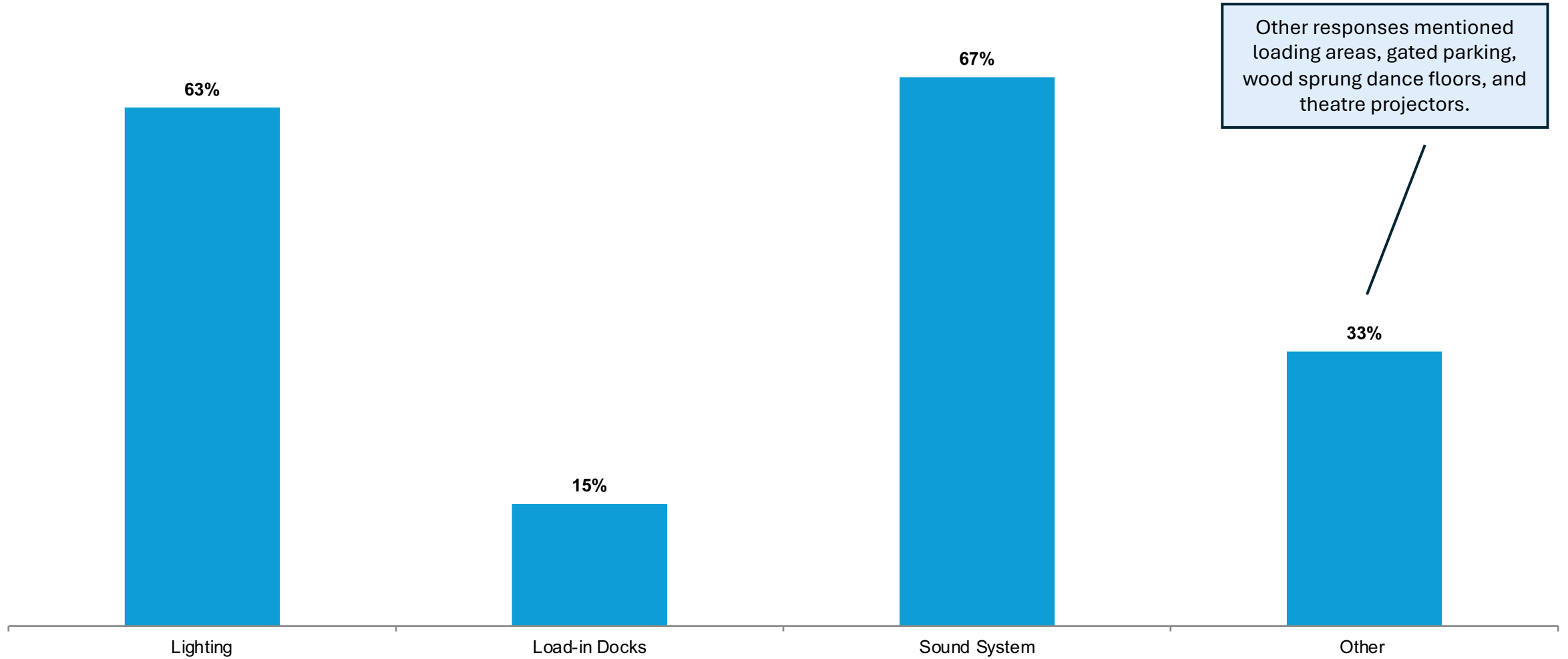
25 organizations answered



Section V: Venue Details

Q33: What technical support does the organization's dedicated space possess or feature?

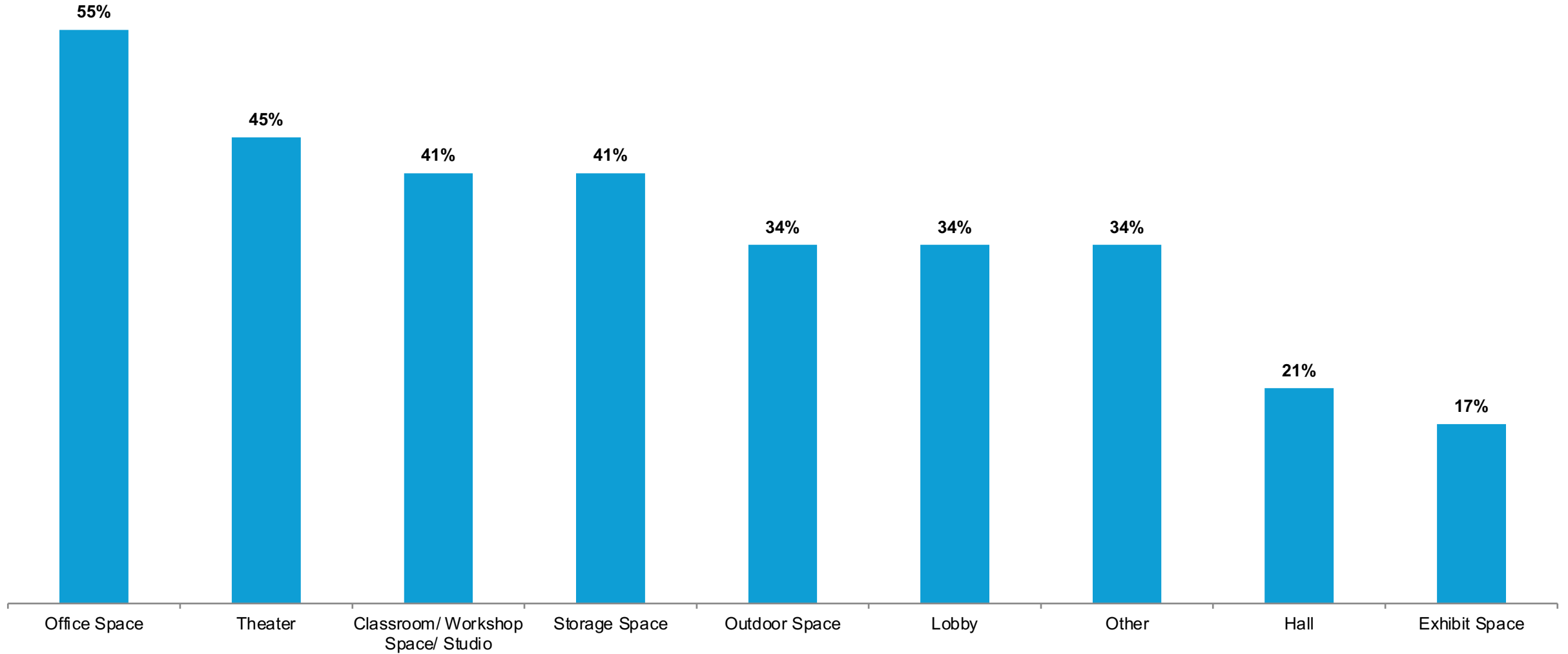
27 organizations answered



Section V: Venue Details

Q35: What type of dedicated space does the organization own or rent?

29 organizations answered



Section V: Venue Details

Q36: Office Space

- 21 organizations answered
- 8 organizations are using 100% capacity of office spaces per year
- 9 organizations have more than one office space

Q37: Theaters

- 14 organizations answered
- 5 organizations have more than one theater
- 4 spaces mentioned have 100 seats or less
- 5 spaces mentioned have 100-200 seats
- 2 spaces mentioned have 800-900 seats
- 3 organizations are using 100% capacity of theaters per year

Q38: Halls

- 7 organizations answered
- 2 organizations have more than 1 hall
- 3 organizations are using 100% capacity of halls per year

Q39: Classrooms

- 10 organizations answered
- 8 organizations have more than one classroom
- 2 organizations have dance rooms
- 4 organizations have multipurpose rooms
- 1 classroom has a capacity of over 100 seats
- 4 classrooms have a capacity of 20-50 seats
- 3 organizations are using 100% capacity of classrooms per year

Q40: Workshop Spaces

- 11 organizations answered
- 1 organization has more than 1 workshop space
- 4 workshop spaces have a capacity of 25 seats or less
- 3 workshop spaces have a capacity of 50-65 seats
- 1 workshop space has a capacity of over 100 people

Section V: Venue Details

Q41: Studio

- 5 organizations answered
- 2 organizations have art studios
- 2 organizations have dance studios

Q42: Outdoor Space

- 11 organizations answered
- 3 organizations have multiple outdoor spaces
- 3 organizations are using 100% capacity of outdoor spaces per year

Q43: Lobby

- 7 organizations answered
- all organizations have just 1 lobby
- 5 organizations are using 100% capacity of lobbies each year
- 2 organizations' lobbies are less than 1000 square feet

Q44: Exhibit Space

- 7 organizations answered
- 4 organizations have more than 1 gallery
- 3 organizations are using 100% capacity of exhibit spaces per year

Q45: Storage Space

- 15 organizations answered
- 5 organizations have more than one storage space
- 12 organizations are using 100% capacity of storage spaces per year

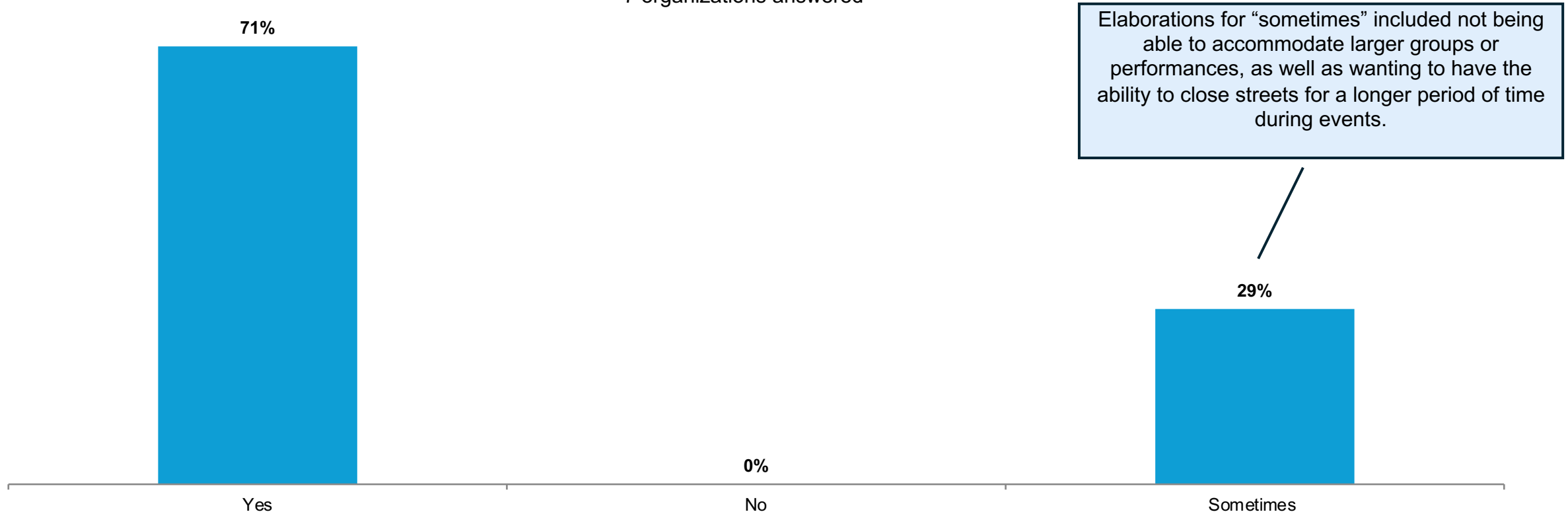
Q46: Other

- 7 organizations answered
- Respondents mentioned other spaces such as conference rooms, shared home office space, dressing rooms, libraries, historic buildings, and loading docks

Section V: Venue Details

Q47: Do the spaces that the organization currently uses meet its needs and goals?

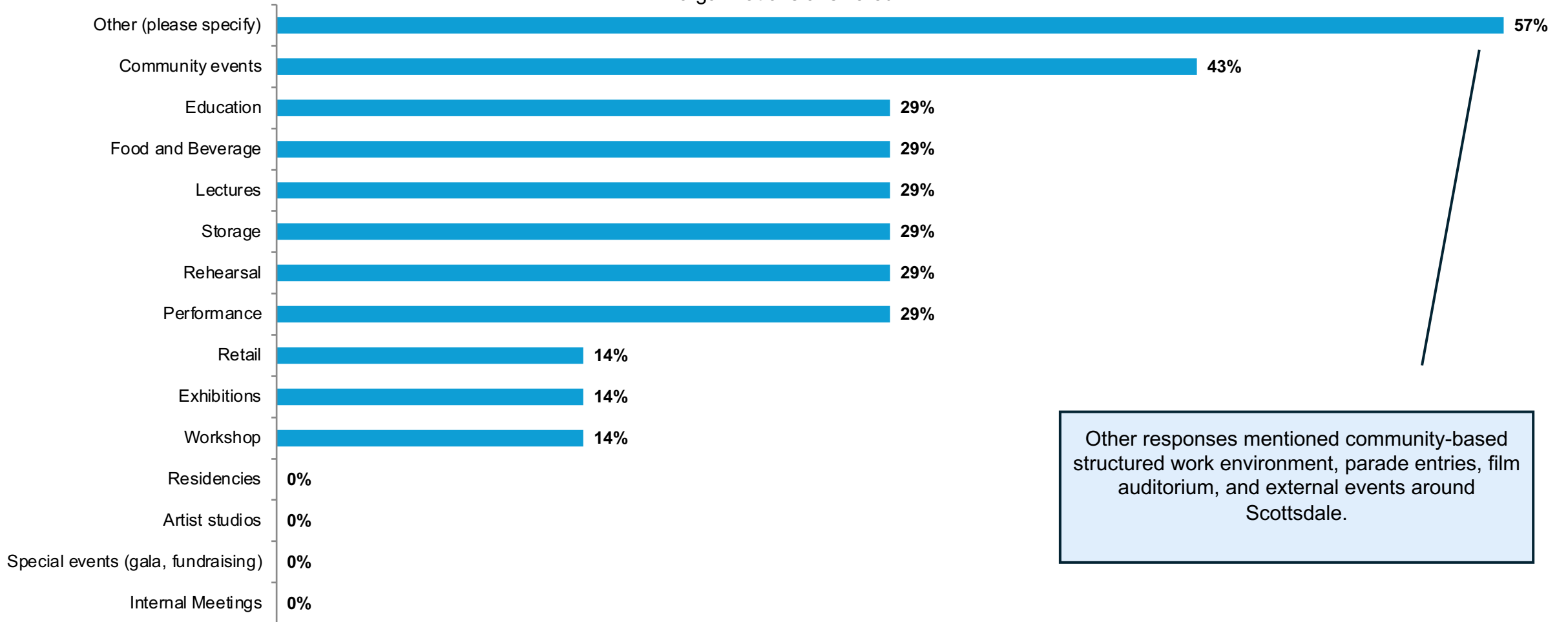
7 organizations answered



Section V: Venue Details

Q48: What does the organization need space/s for? (select all that apply)

7 organizations answered

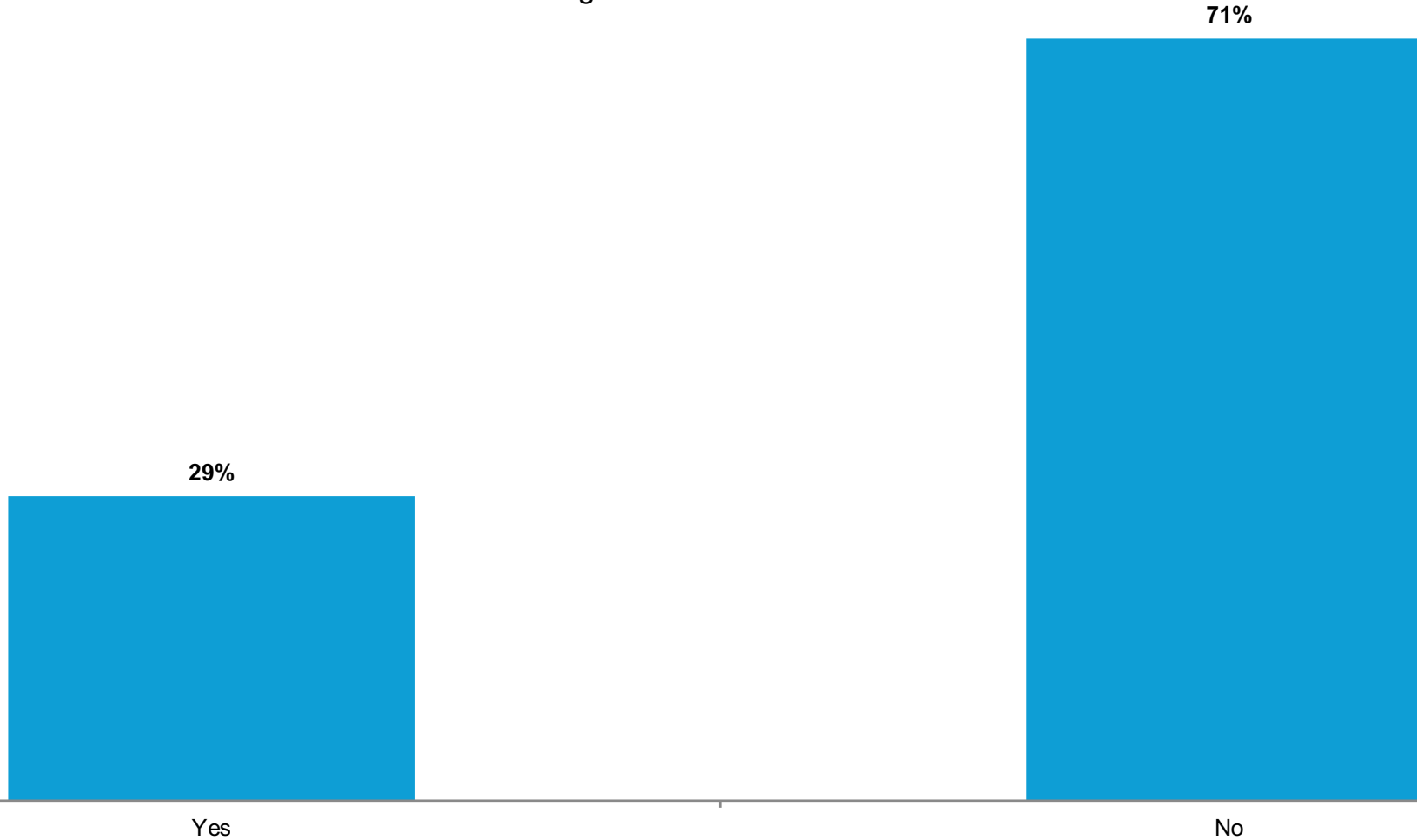


Other responses mentioned community-based structured work environment, parade entries, film auditorium, and external events around Scottsdale.

Section V: Venue Details

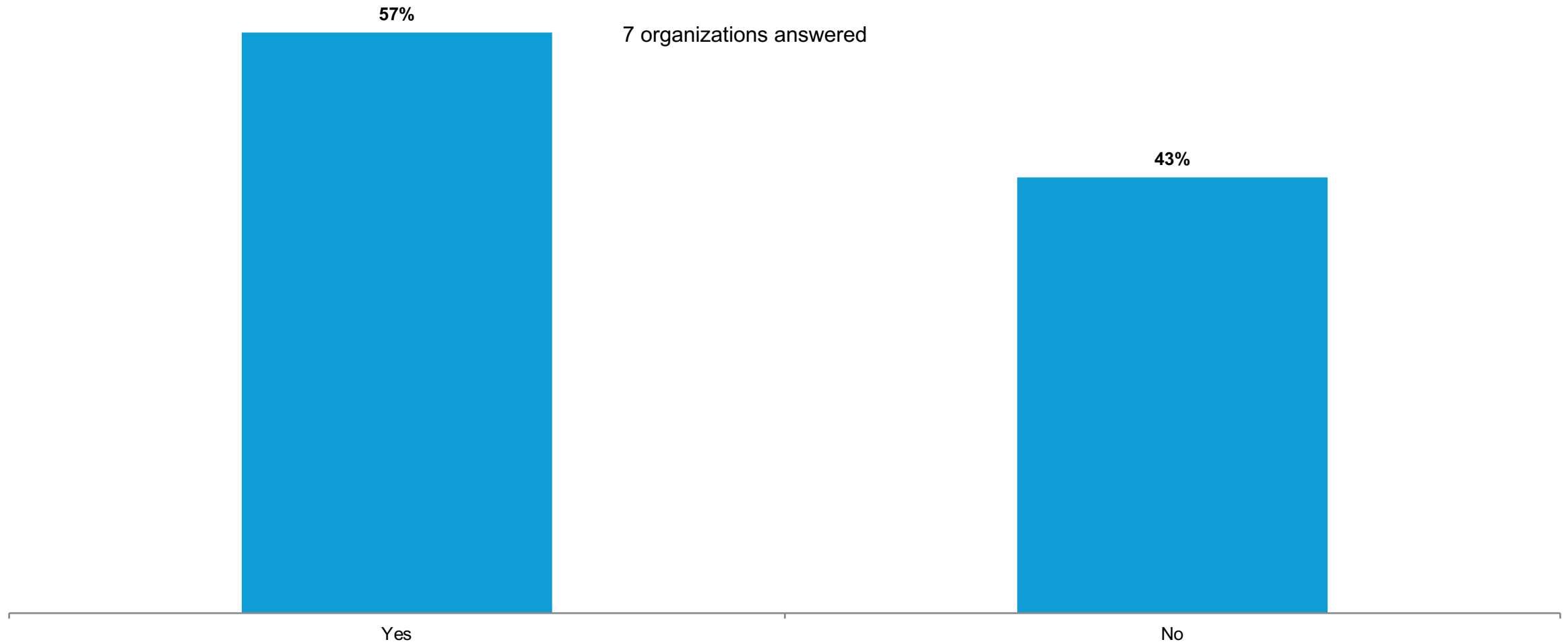
Q49: Does the organization rent the spaces it currently uses?

7 organizations answered



Section V: Venue Details

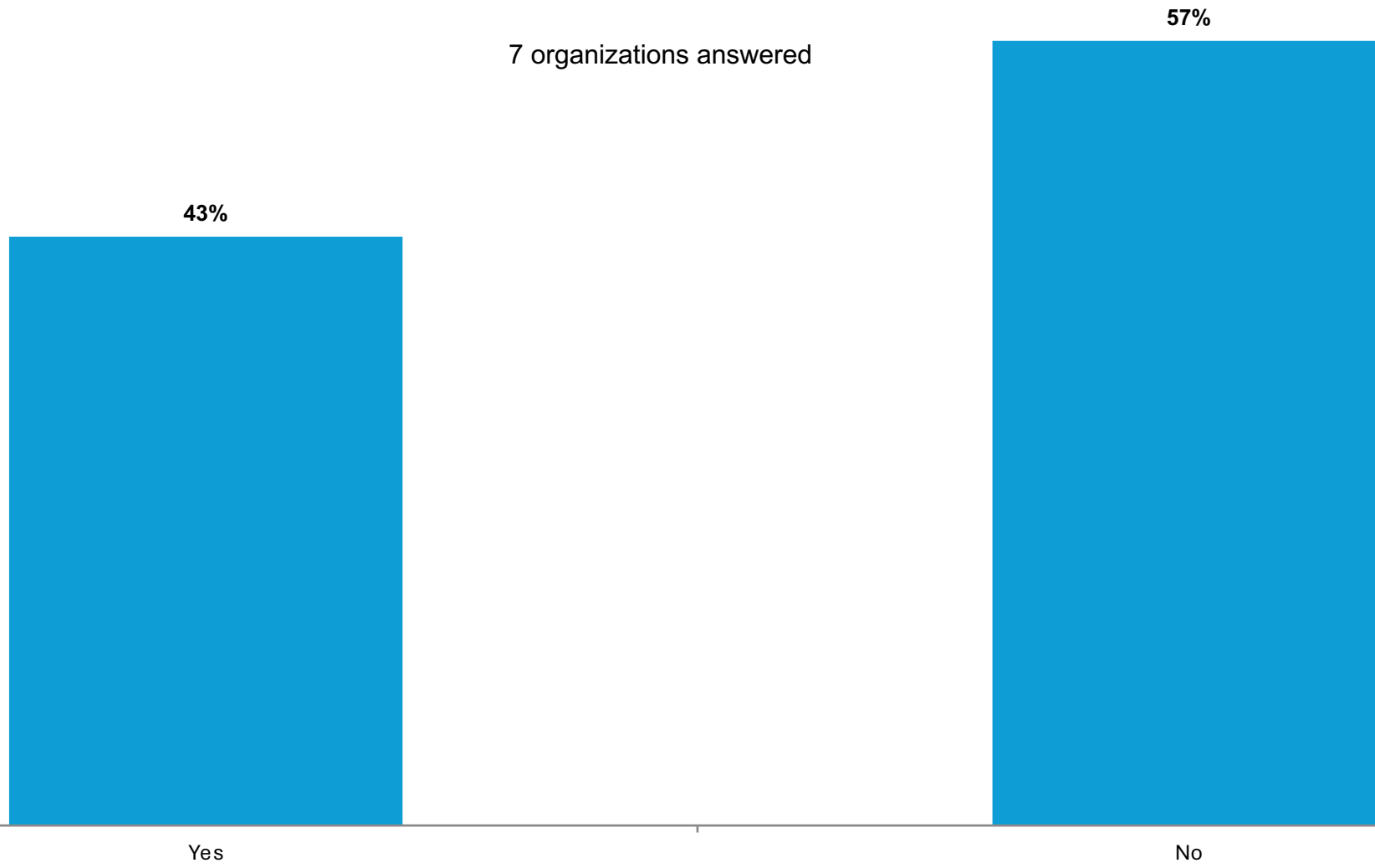
Q50: Does the organization share the spaces it currently uses with other organizations?



Section V: Venue Details

Q51: Is the organization seeking a permanent venue/space?

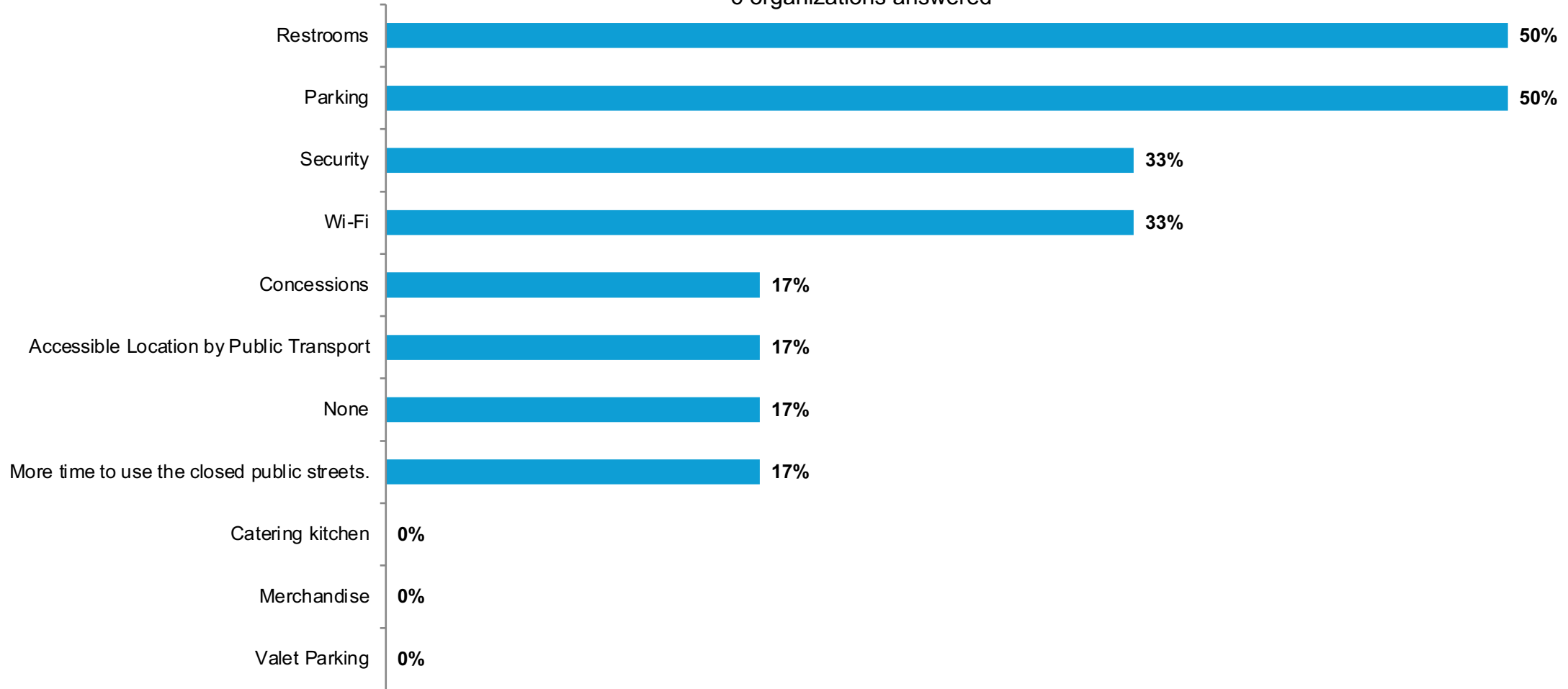
7 organizations answered



Section V: Venue Details

Q52: What amenities does the organization need in the spaces it currently uses?

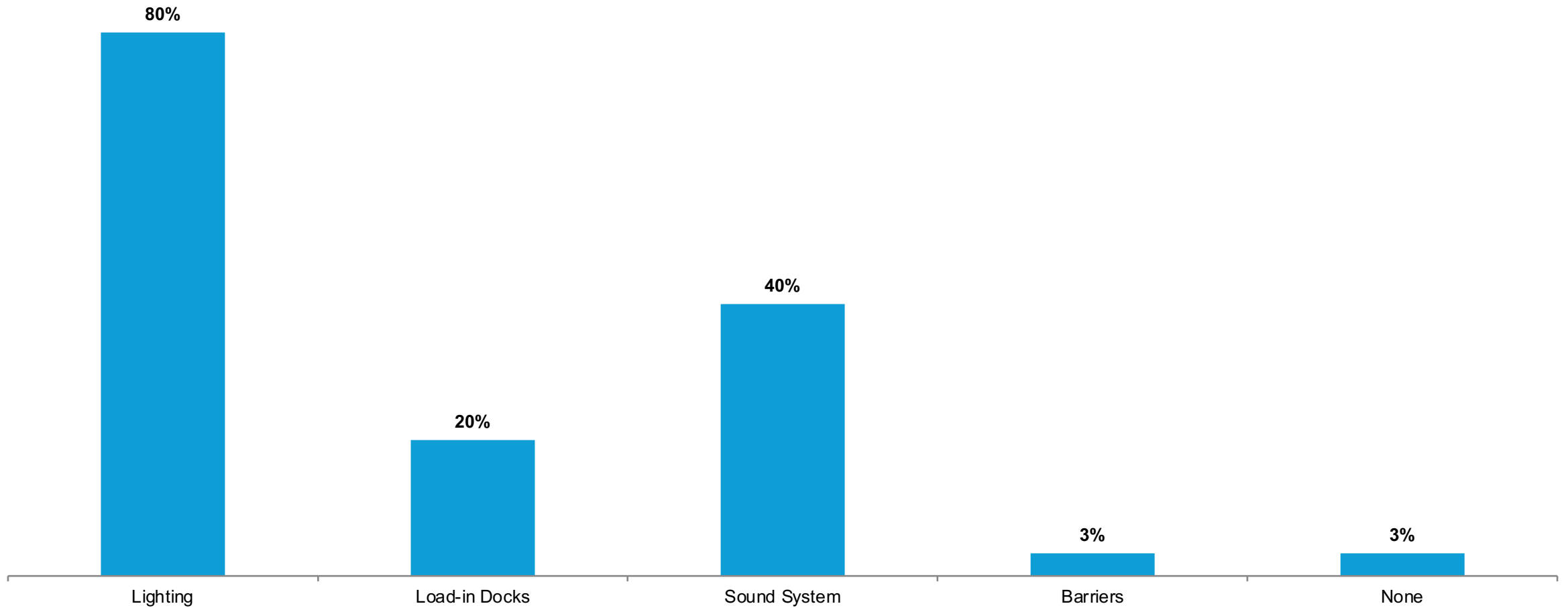
6 organizations answered



Section V: Venue Details

Q53: What technical support does the organization need in the spaces it currently uses?

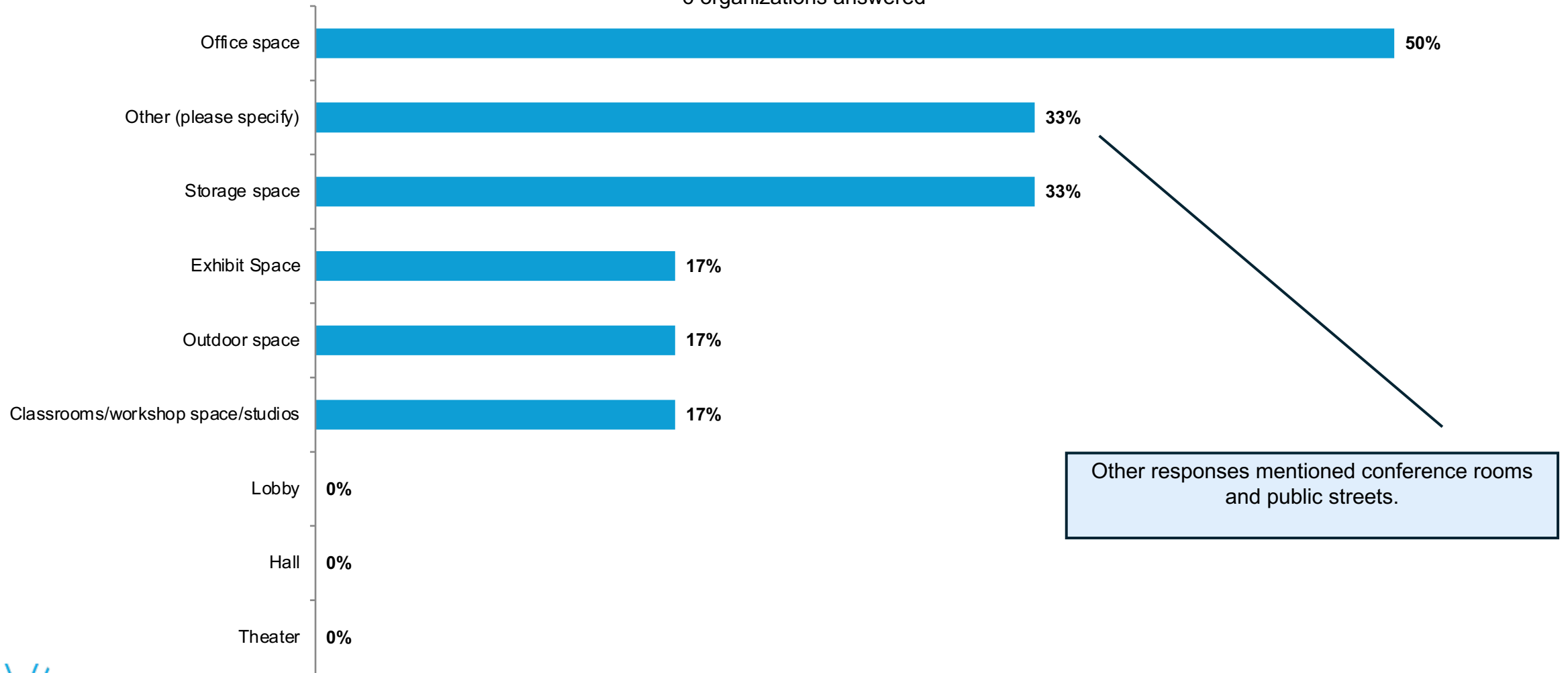
5 organizations answered



Section V: Venue Details

Q54: What type of dedicated space does the organization currently use? (Select all that apply)

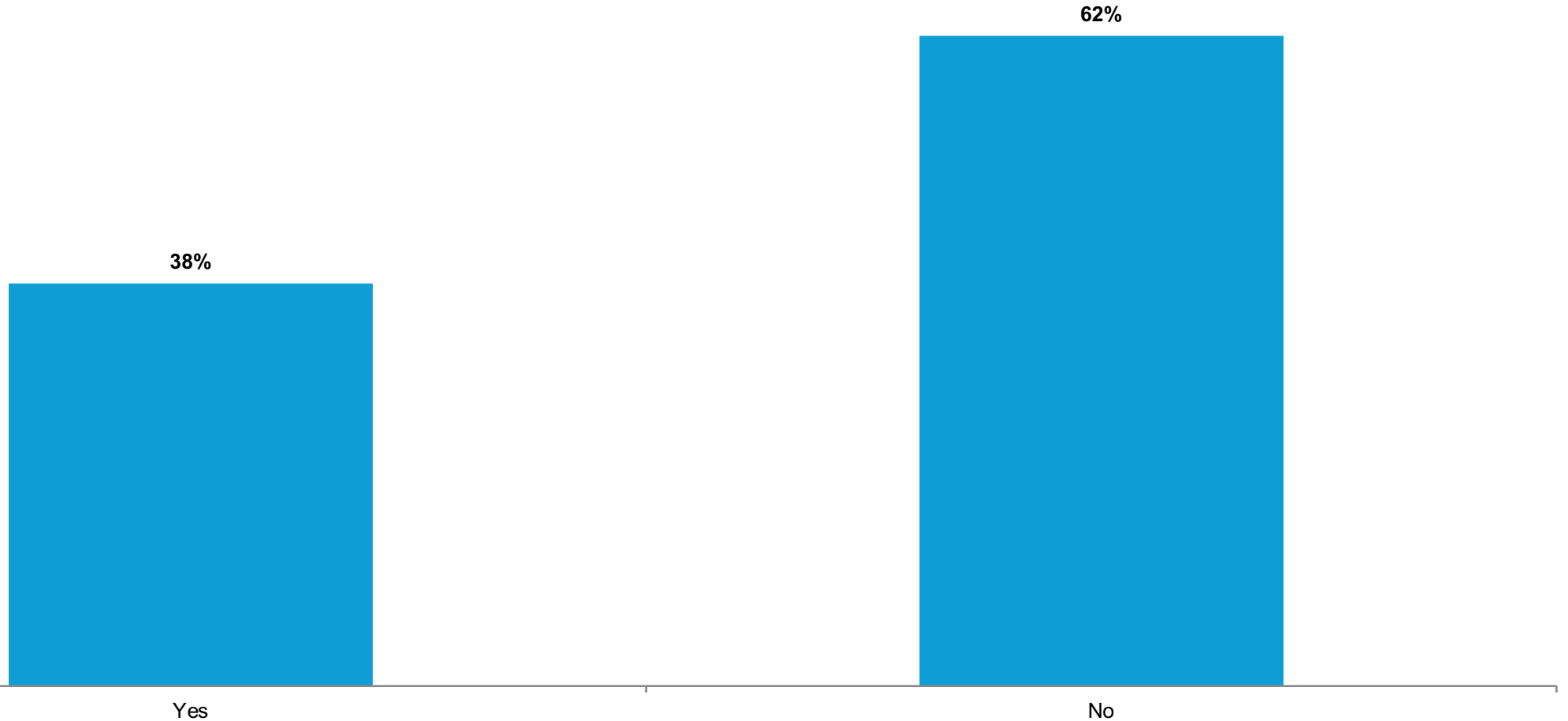
6 organizations answered



Section VI: Subscriptions/Membership

34 organizations answered

Q55: Does the organization offer subscriptions and/or a membership program?



Section VI: Subscriptions/Membership

Q56, 57, 58: A brief description of subscription or membership, price range, and approximate # of subscribers:

13 organizations answered

Examples of descriptions:

- Different level membership with specific perks per level
- Memberships at more than one organization through one tax-deductible check
- Attractive donor benefits
- Specific membership/Subscriptions (Bard Card, through SCPA box office)

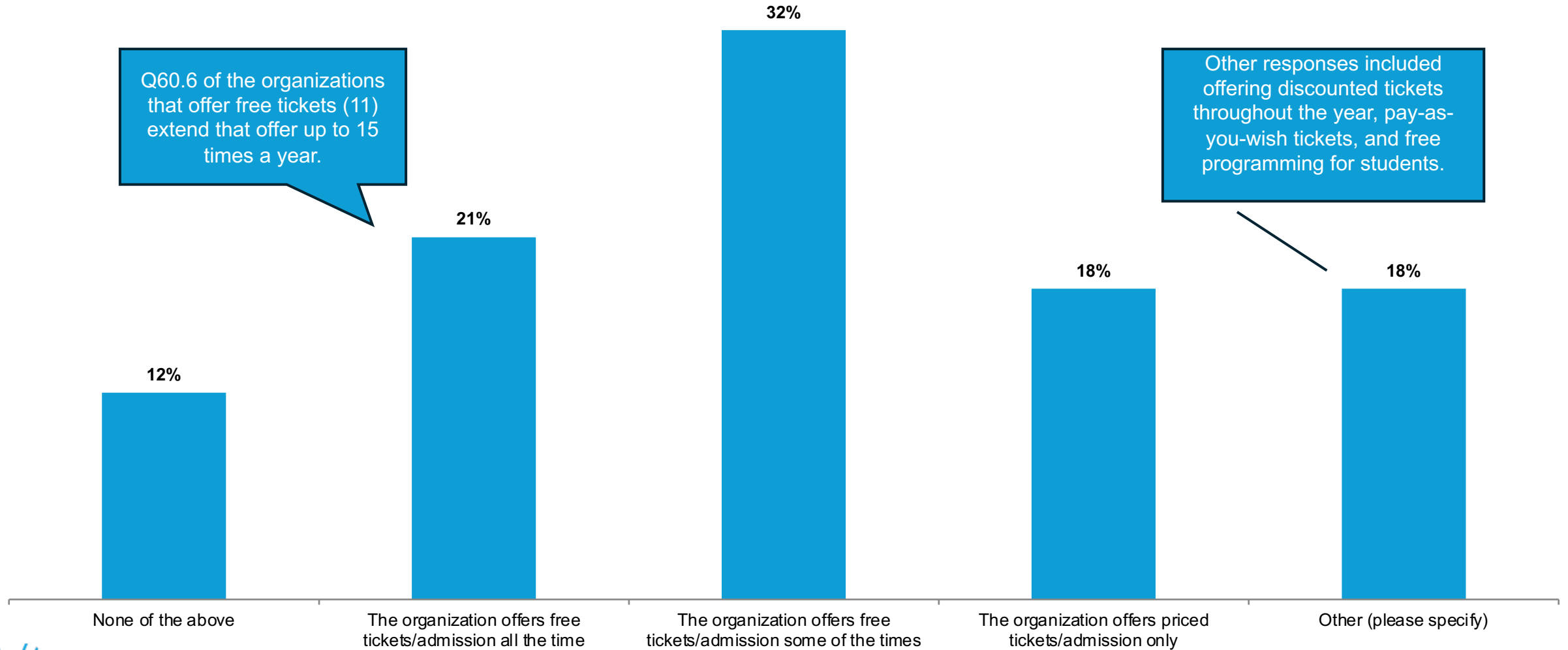
The price range in most examples listed was from \$42 to \$4,000 per year.

Only 12 organizations answered about # of subscribers. Eight reported between 35 to 150 members/subscribers. The other 3 organizations reported between 350 to 2500 members/subscribers.

Section VII: Ticketing Options & Prices

Q59: What type of tickets or admission fee does the organization offer?

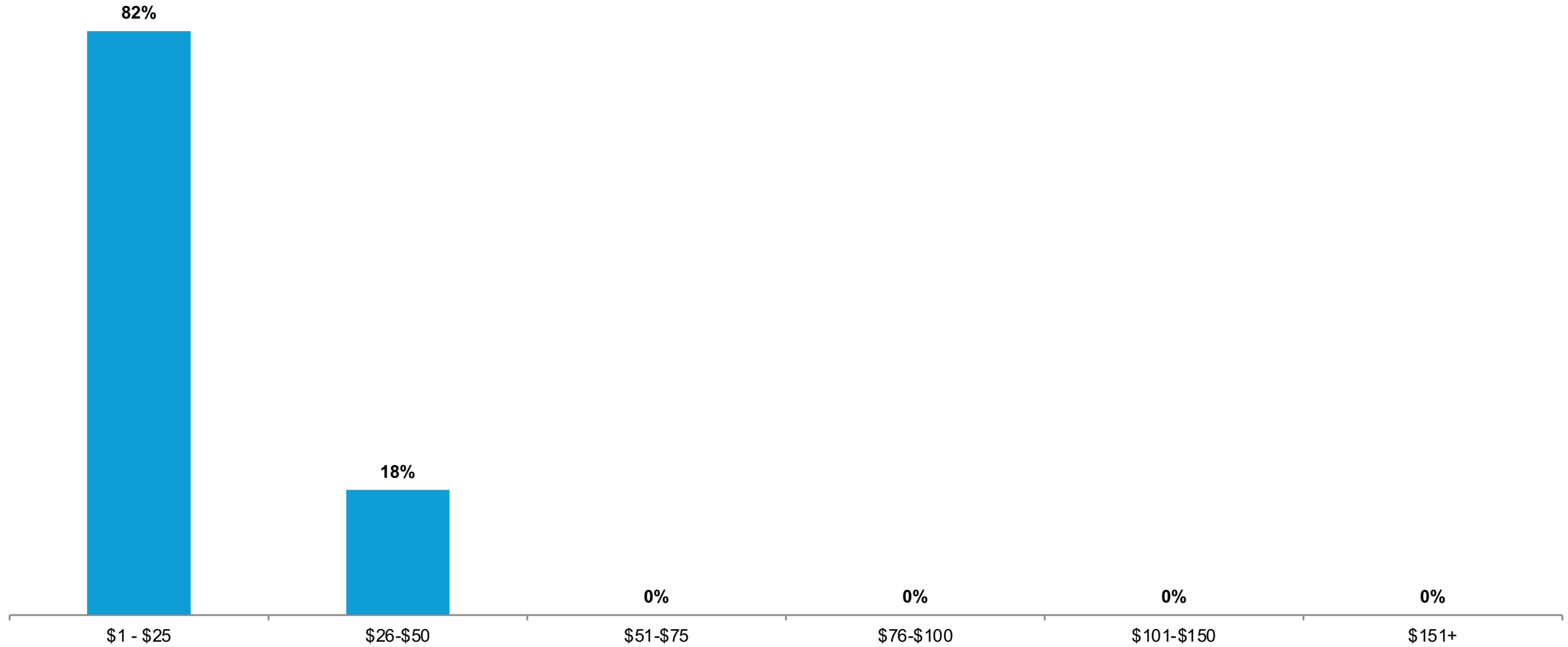
34 organizations answered



Section VII: Ticketing Options & Prices

Q61: What is the lowest price for single tickets?

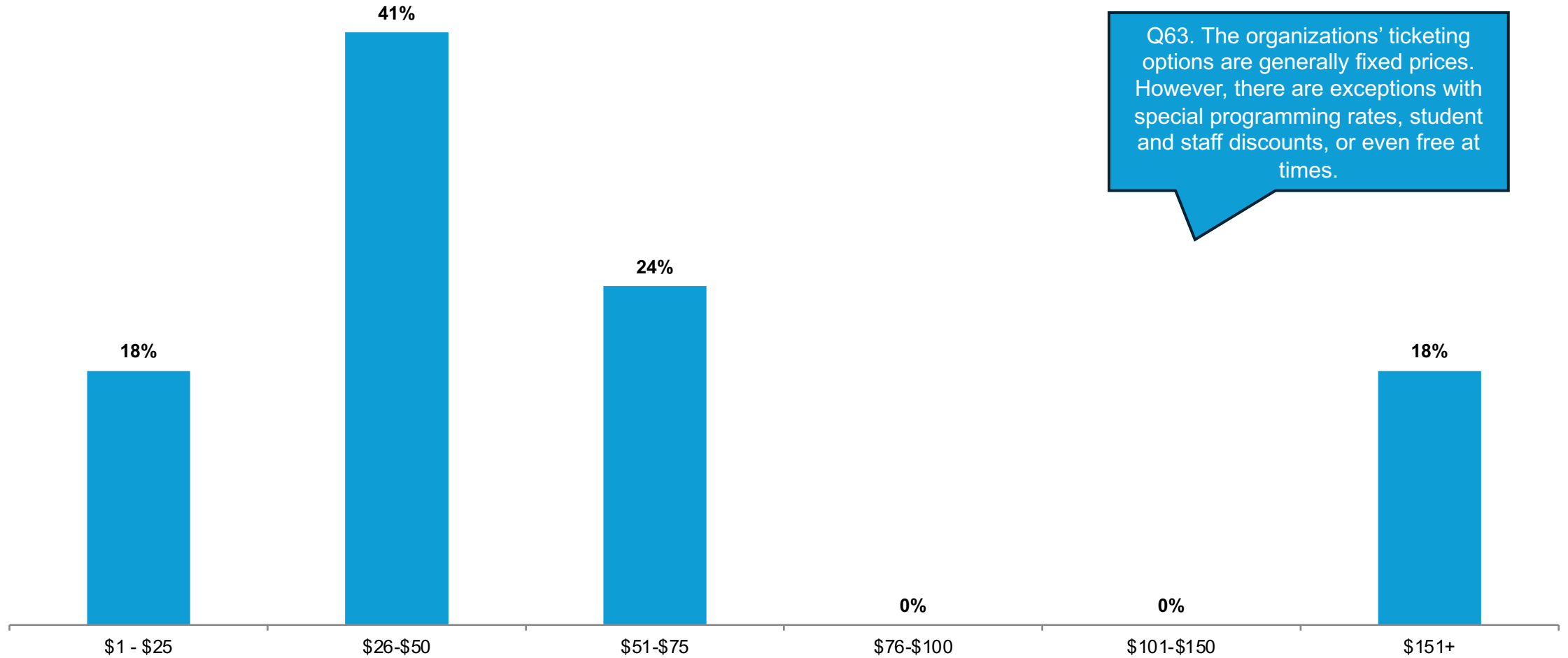
17 organizations answered



Section VII: Ticketing Options & Prices

Q62: What is the highest price for single tickets?

17 organizations answered

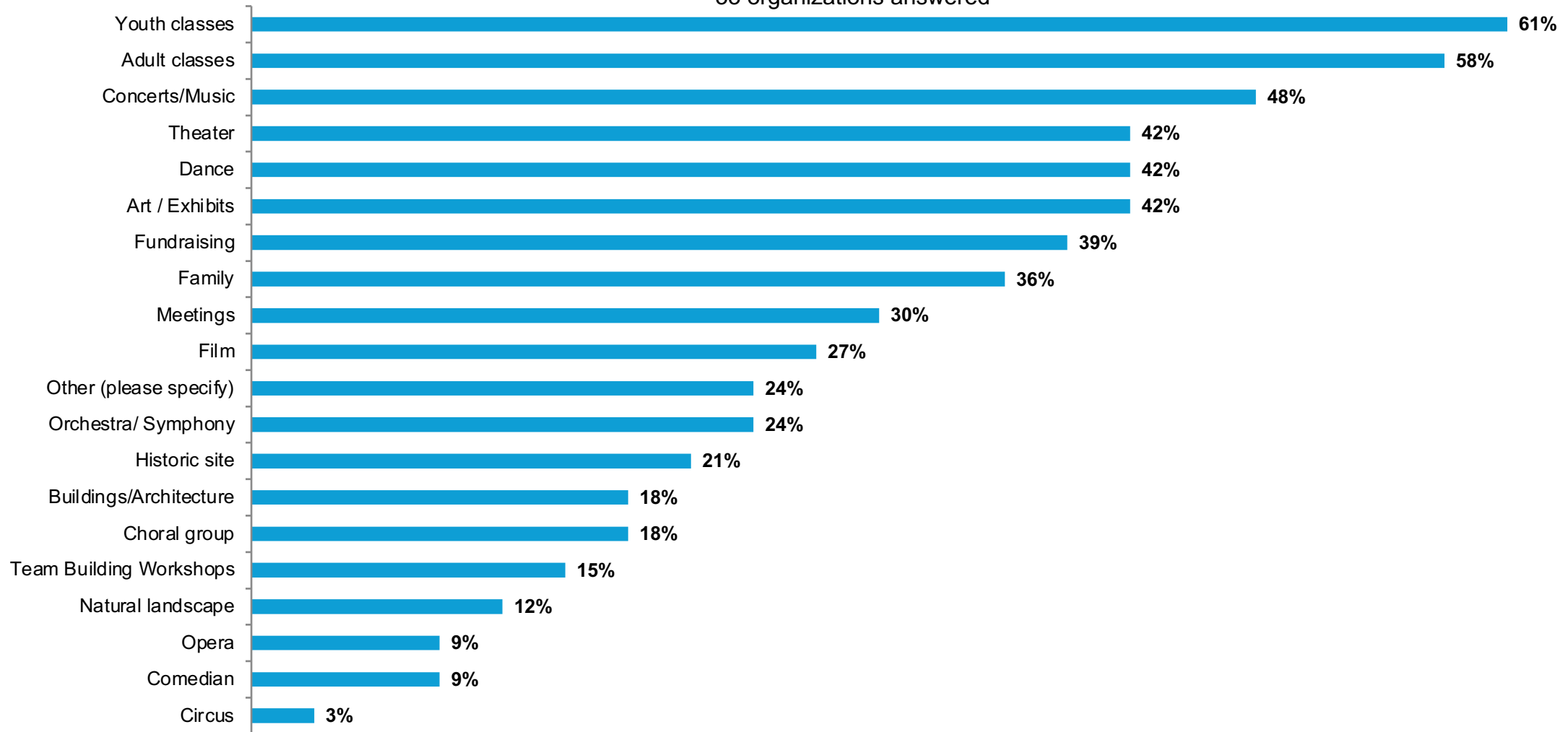


Q63. The organizations' ticketing options are generally fixed prices. However, there are exceptions with special programming rates, student and staff discounts, or even free at times.

Section VIII: Organizational Programming

Q64: What type of programming does the organization offer?

33 organizations answered



Section VIII: Organizational Programming

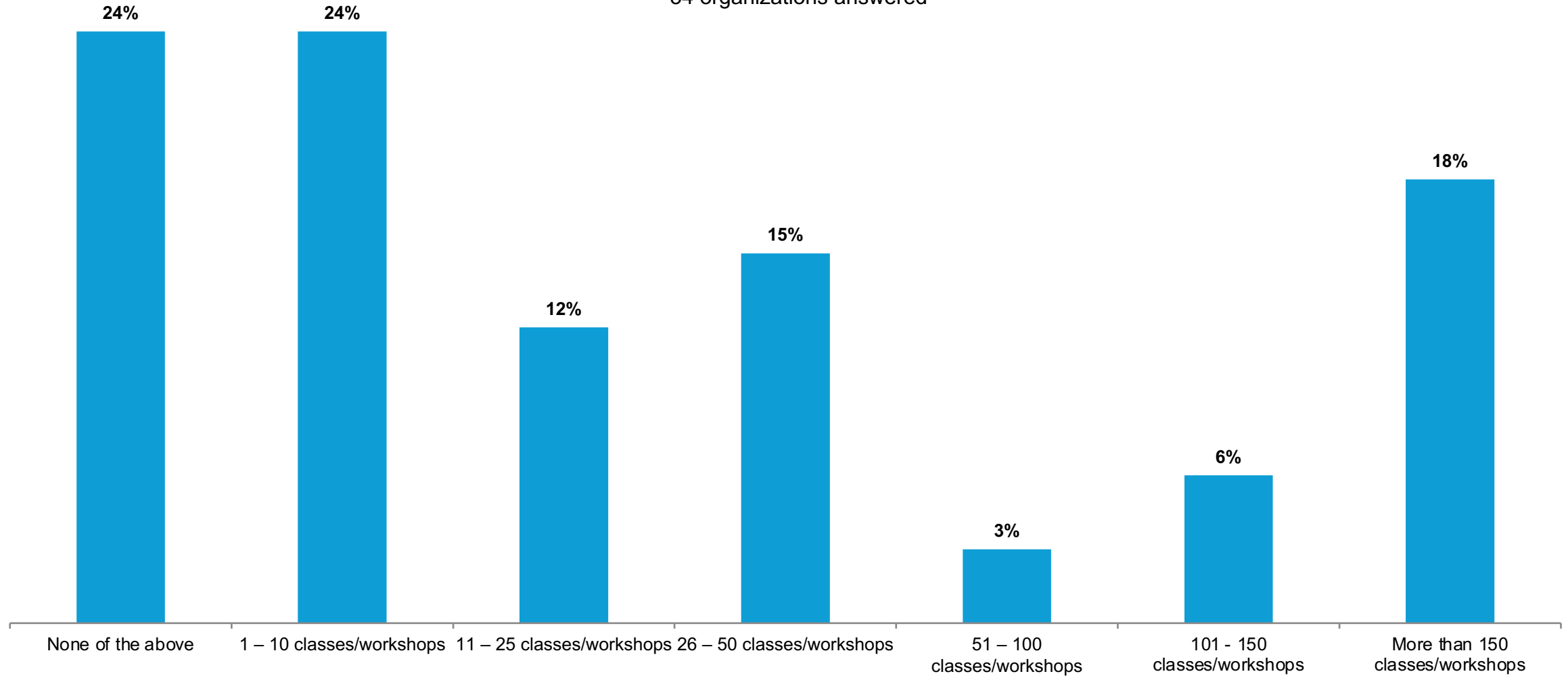
Q65: How many productions/events/exhibitions does the organization host per year? (Example: If the organization has a show running for 6 weeks with 50 performances, that would be 1 production)



Section VIII: Organizational Programming

Q66: How many classes or workshops does the organization host per year?

34 organizations answered



Section VIII: Organizational Programming

Q67: Please add any additional comments on the organization's programming

16 organizations answered

Youth/education programming

"Expanding education offerings."
"Host an Art History lecture series monthly."
"We are committed to the education of the Western Heritage to children and will increase the number of school classes significantly in 2024."

Musical programming

"We perform classical concerts, chamber music, chamber orchestra concerts, hospital concerts, etc."
"Approx. 3-5 piano recitals are rented in the Theater space annually."

Community programs

"We have monthly new play readings and story slams. We begin the new year with Our Studio onTour which will be bringing 10 minute plays by our member playwrights to community group activities."
"Generally we have a goal of being visible, out in the community actively once a month. We value creating new work each season and bringing it to new places - it keeps our company engaged and intertwined in our community - we are continually adapting to the needs that we identify in our community."

Other themes

Workshops and classes, a variety of patron experiences, studio sessions, special events, offering more times for programs, and programming for underrepresented populations.

Visual arts/design/sculpting

"We provide classes from welding and wood working to CAD design, painting, drawing, ceramics."
"Each individual gallery hosts their own programming separate from the organization. We host the Every Thursday Night ArtWalk and the Scottsdale Gold Palette ArtWalks."

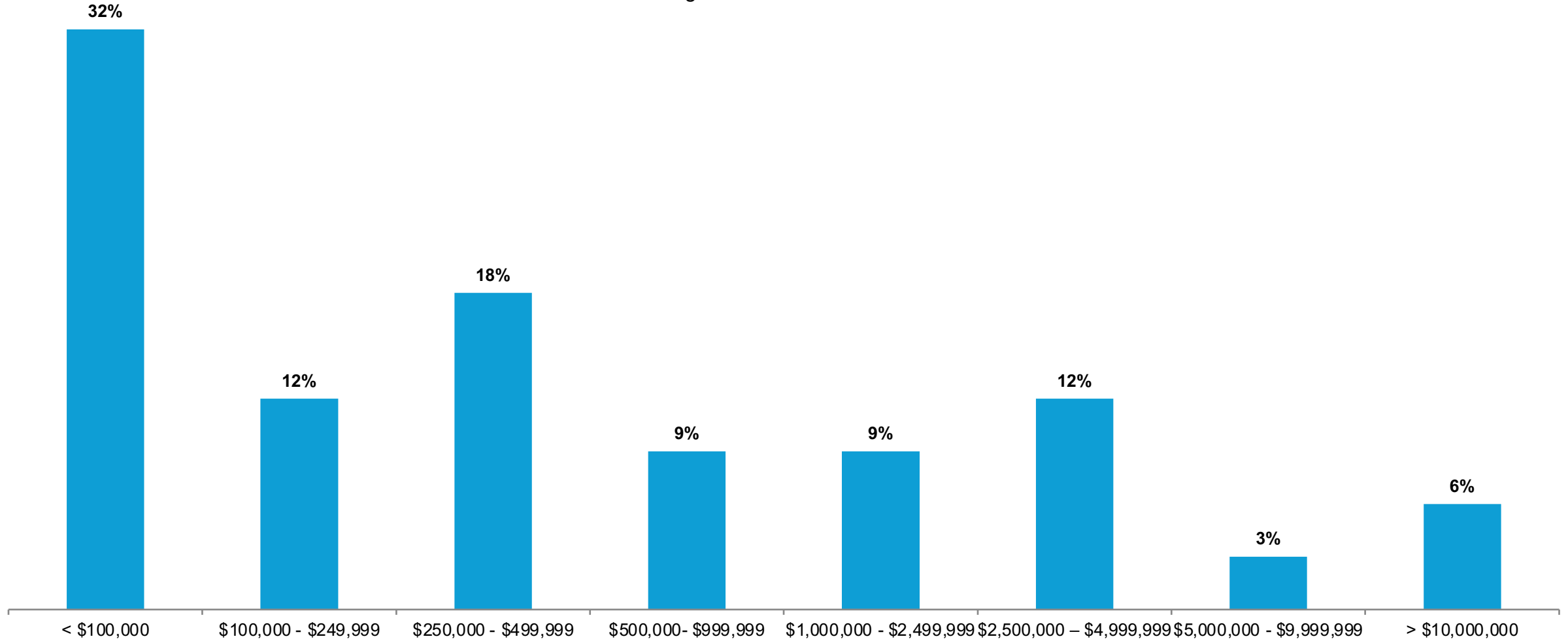
Highlighting artists

"We have a professional artist each month that demonstrates their art style."
"Our members enjoy 20 salon series events per year highlighting local artists and creatives."

Section IX: Finances

Q69: What is the organization's budget size from the last year?

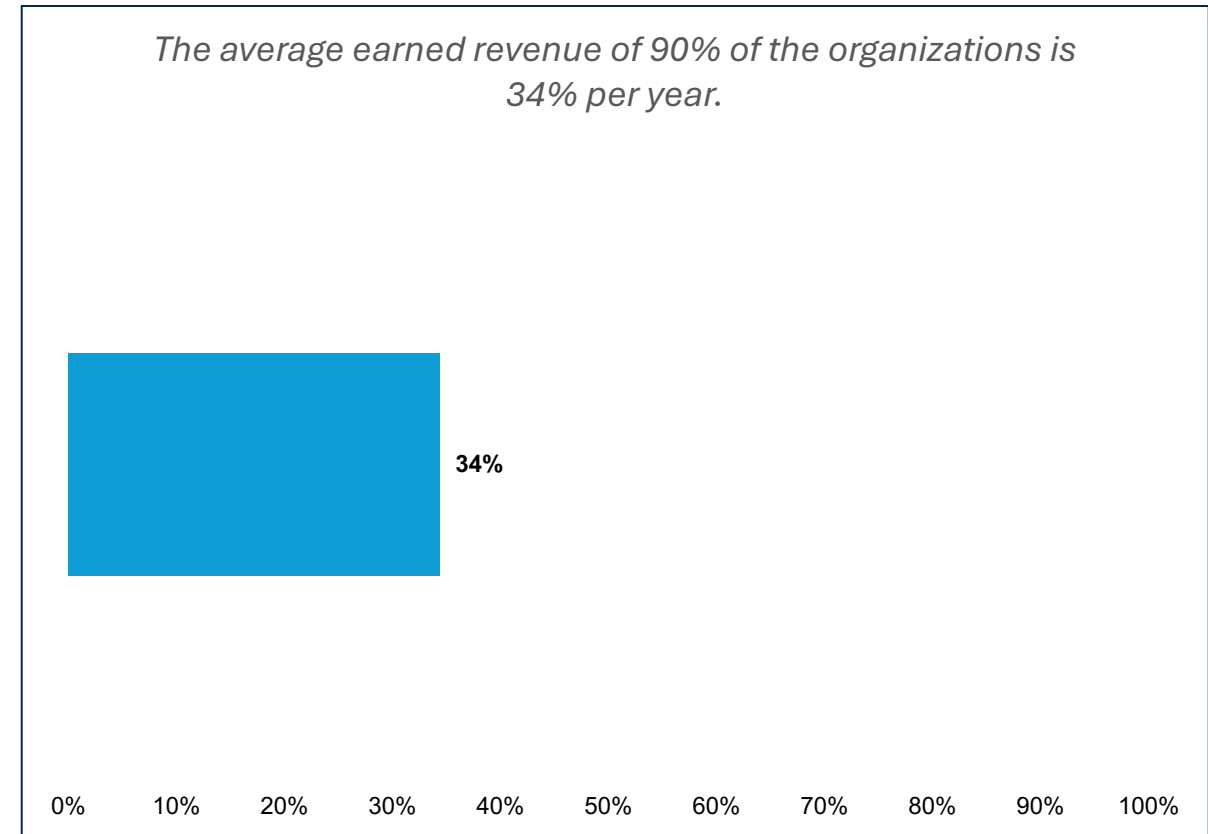
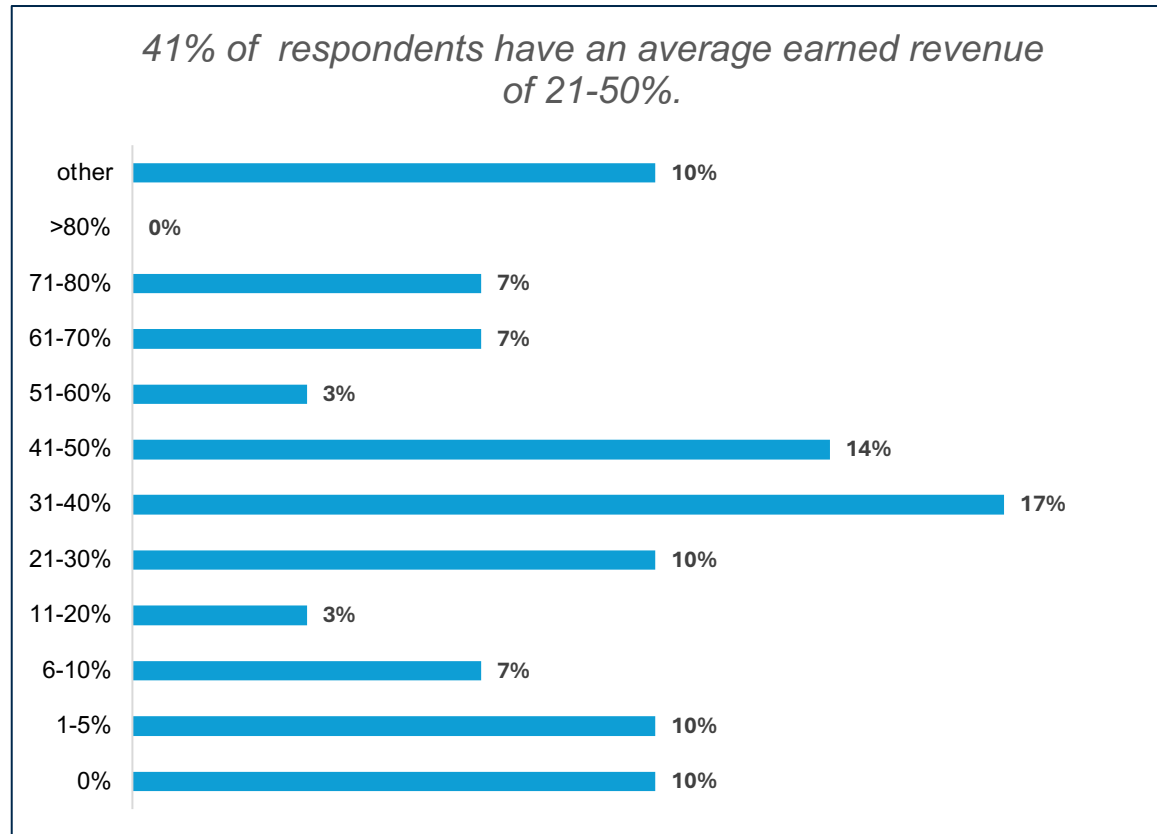
34 organizations answered



Section IX: Finances

Q70: What is the average percentage of earned revenue per year?

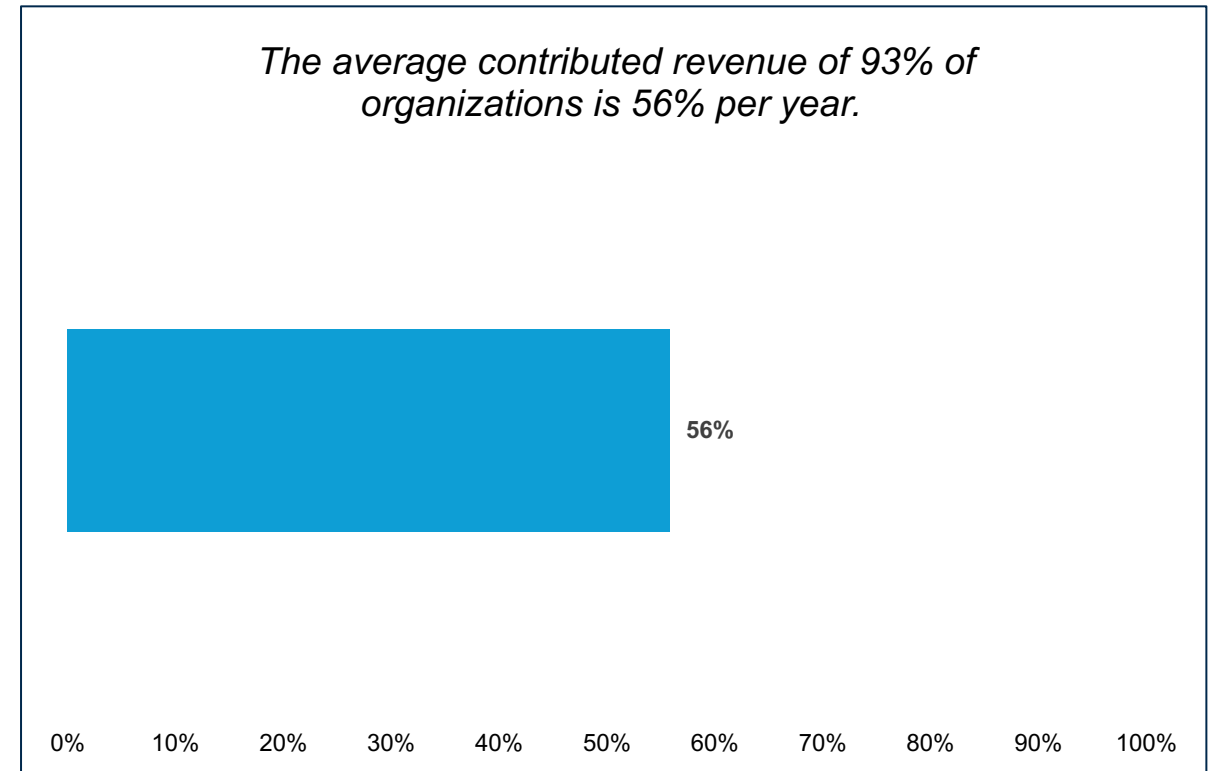
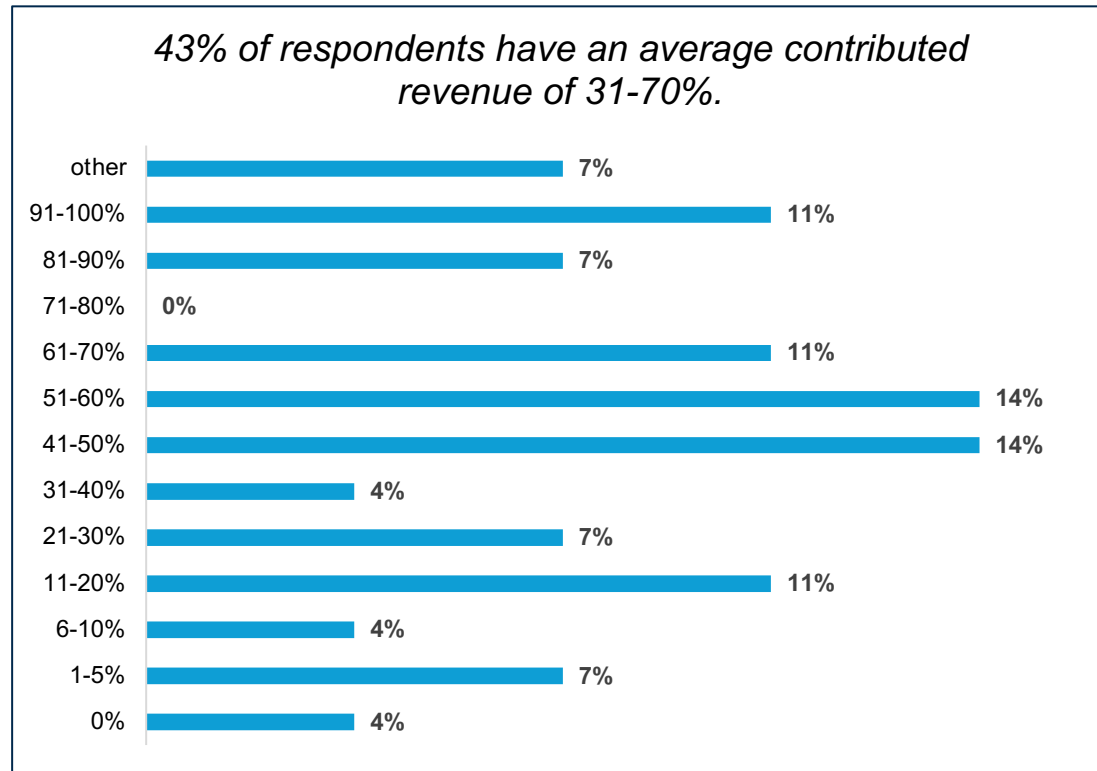
29 organizations answered



Section IX: Finances

Q71: What is the average of contributed revenue per year?

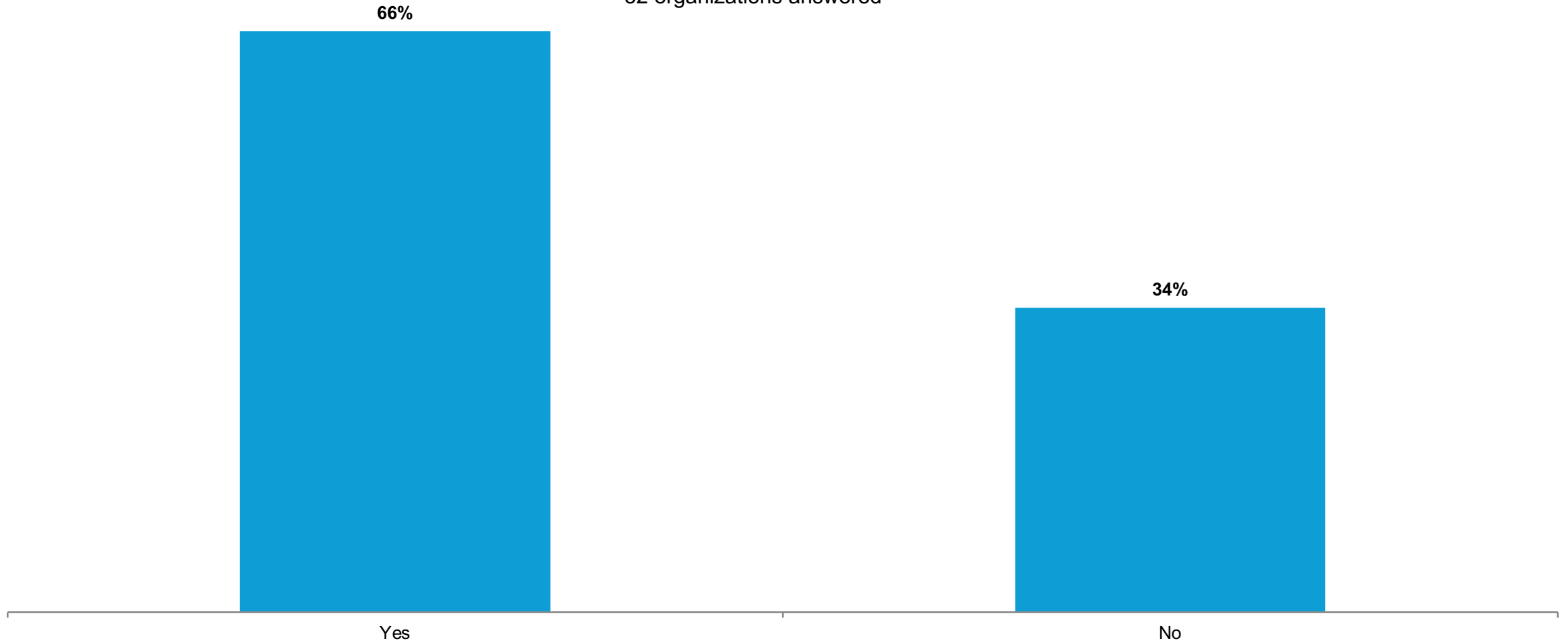
28 organizations answered



Section IX: Finances

Q72: Has the city of Scottsdale funded the organization in the last 10 years?

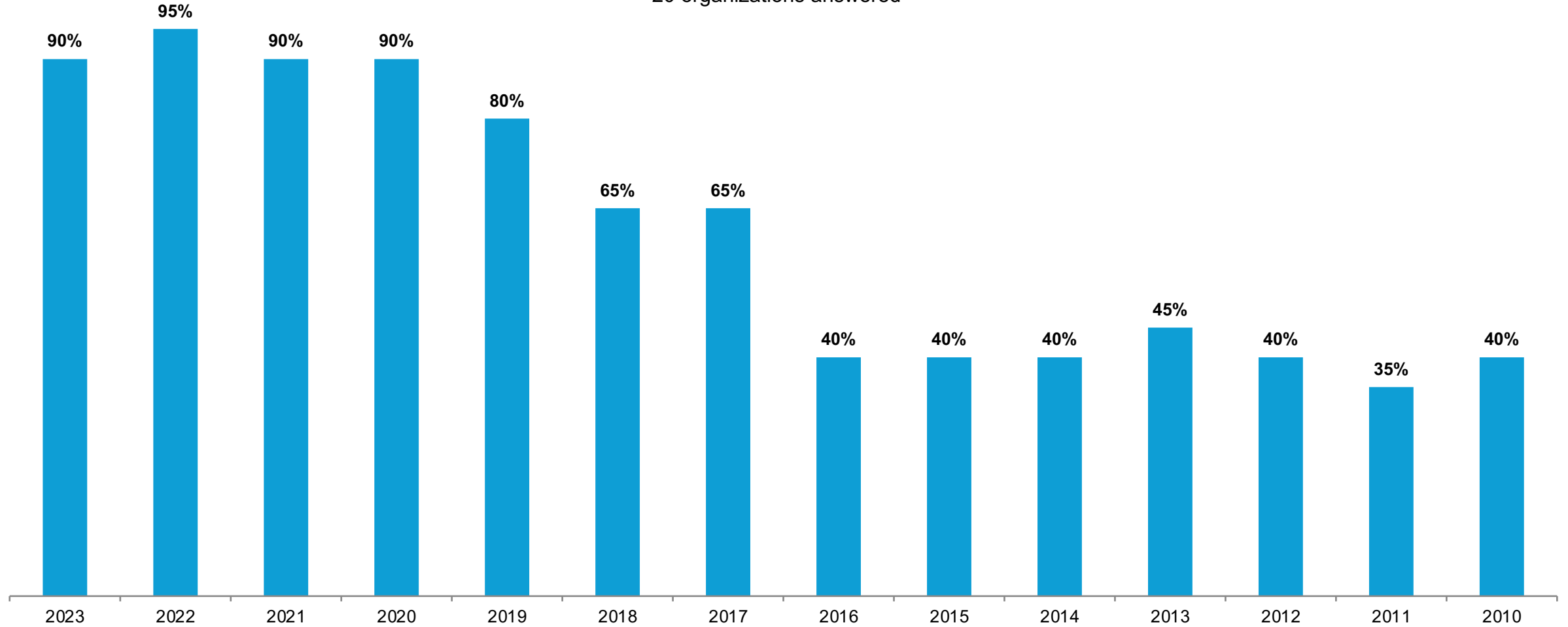
32 organizations answered



Section IX: Finances

Q73: What years did the city of Scottsdale fund the organization? (Select all that apply)

20 organizations answered



Section IX: Finances

Q74: On average, what percentage of total revenue does the City of Scottsdale's funding account for at the organization?

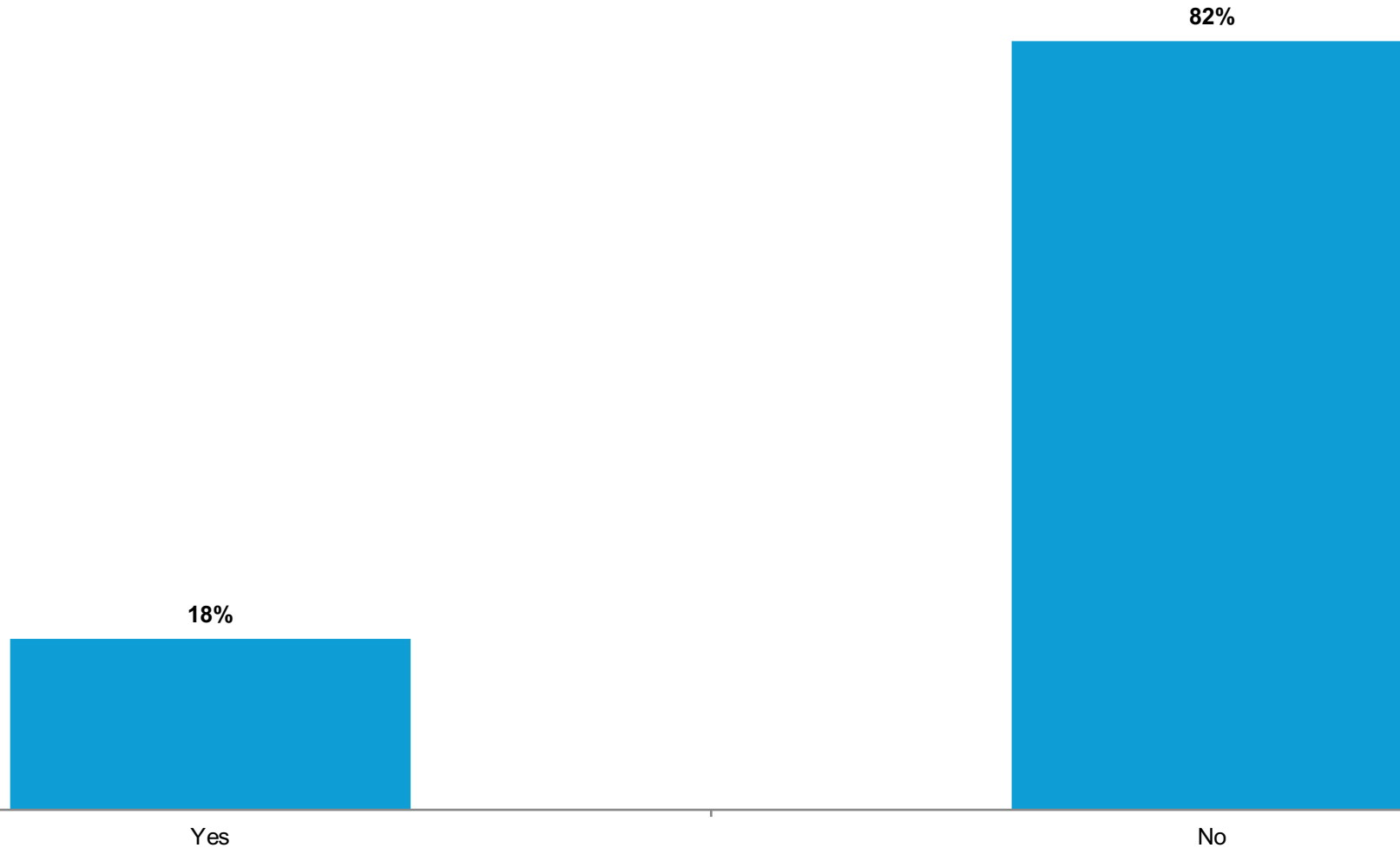
21 organizations answered

Funding %	# of orgs (total orgs: 21)
less than 1%	6
1.1% - 10%	6
15% - 20%	2
30% - 50%	3
over 60%	2

Section IX: Finances

Q75: Does the organization have an operational endowment?

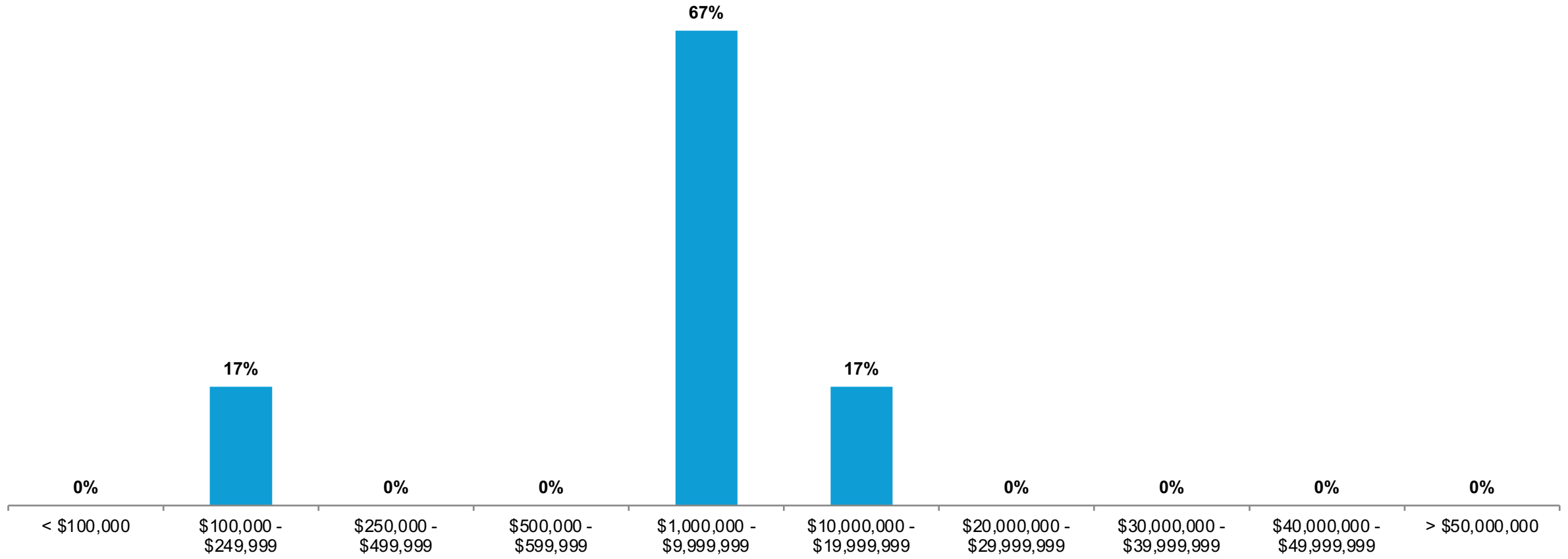
33 organizations answered



Section IX: Finances

Q76: What is the size of the organization's operational endowment?

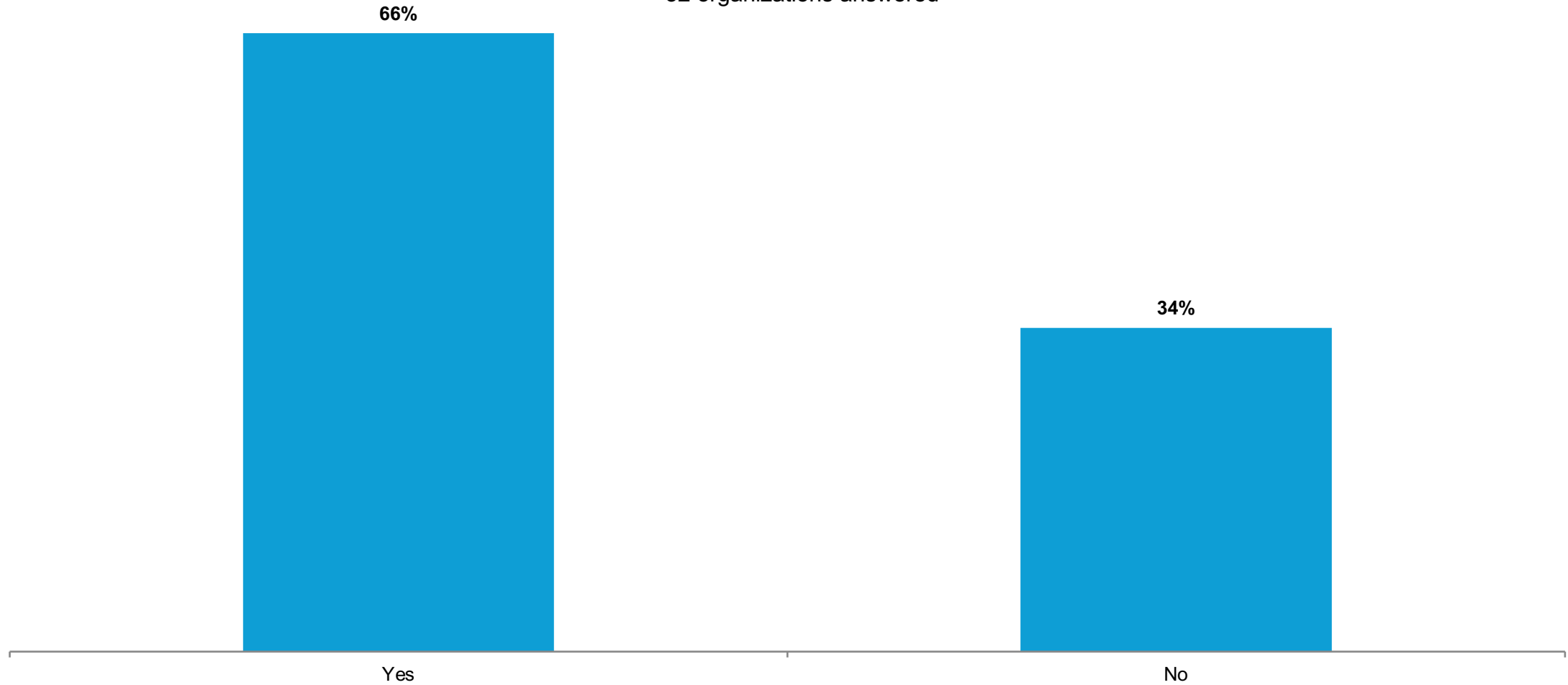
6 organizations answered



Section IX: Finances

Q77: Does the organization have reserve funds?

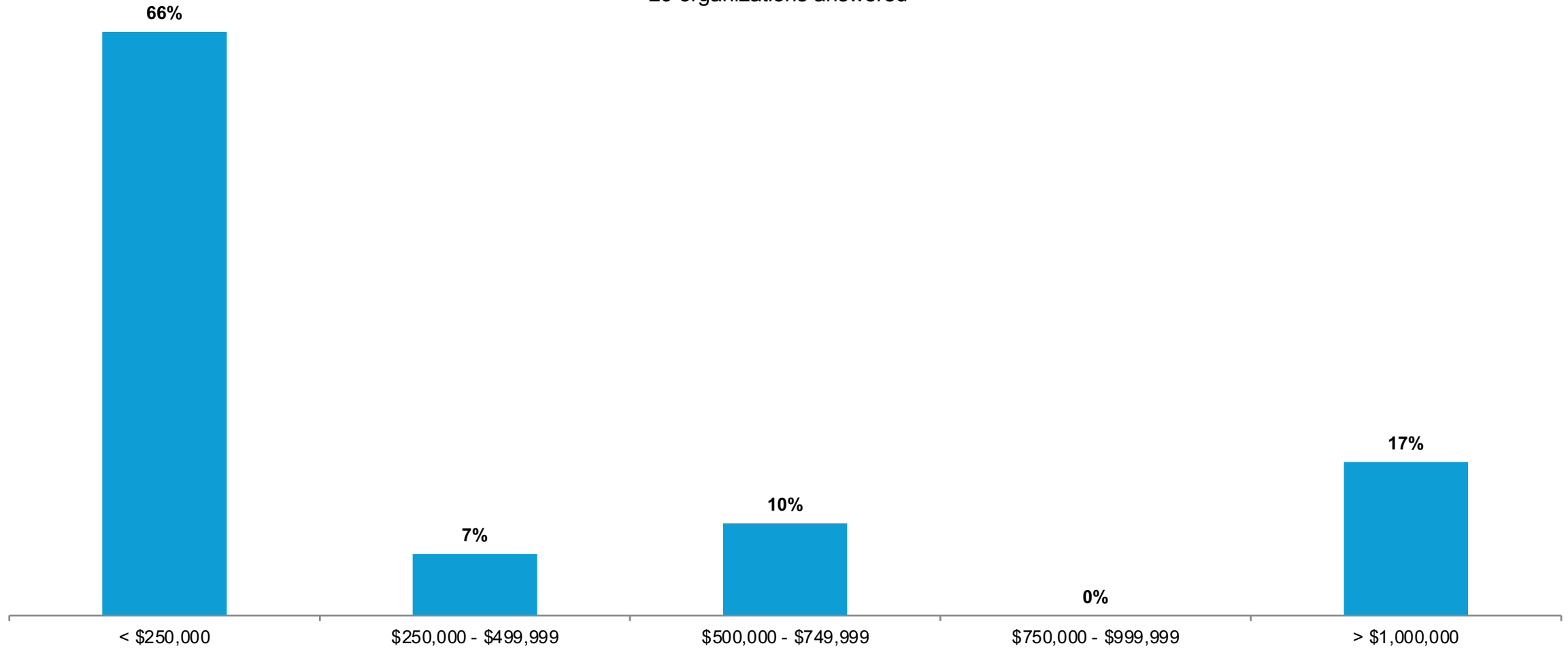
32 organizations answered



Section IX: Finances

Q78: Approximately how much cash on hand does the organization have?

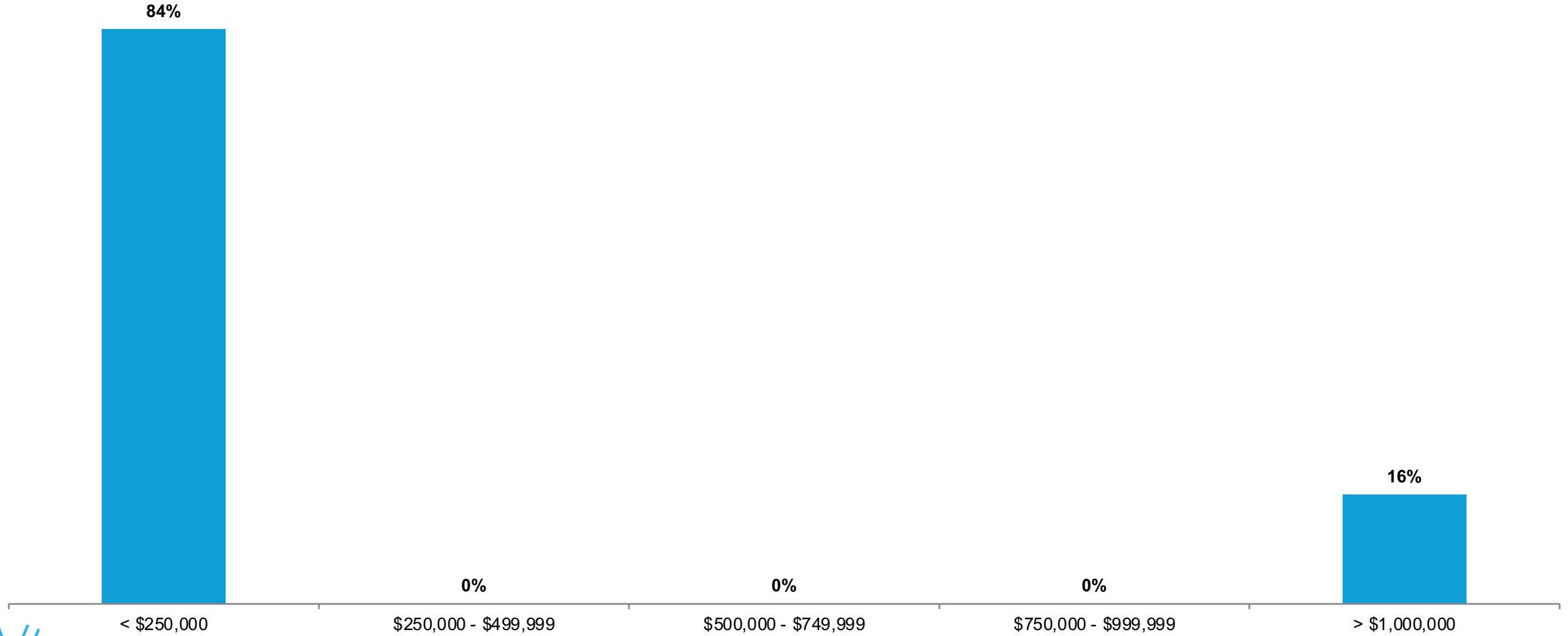
29 organizations answered



Section IX: Finances

Q79: Approximately how much growth capital does the organization have?

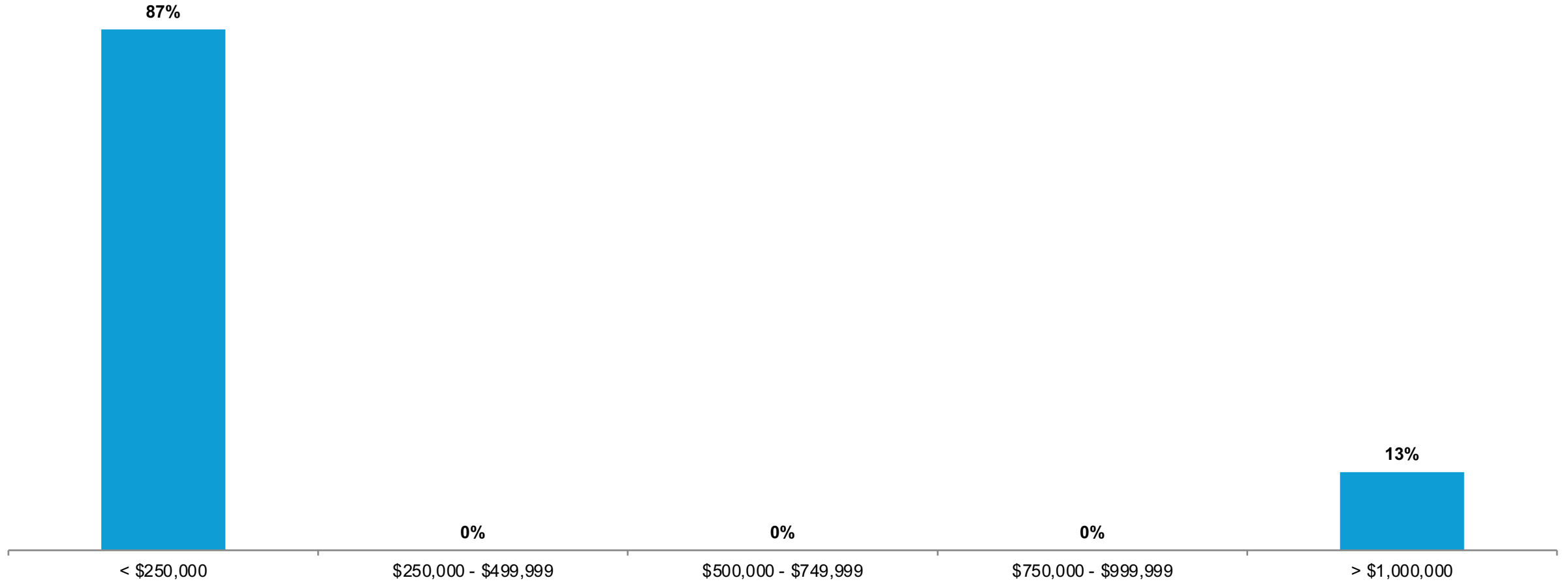
25 organizations answered



Section IX: Finances

Q80: *Approximately how much risk capital does the organization have?*

23 organizations answered



Section X: Additional Questions

Q81: Additional comments re finances

12 organizations answered.

Most comments were about the organization itself. Other comments included:

“Fundraising is difficult if you don't have concerts. It is a miracle that any performing arts groups have survived this pandemic. Most performing arts organizations lost everything during the pandemic and folded.”

“We would love help from the City of Scottsdale.”

“Public events have become much more expensive since COVID. Most vendors have greatly increased their costs. This has made producing public events very expensive.”

Section X: Additional Questions

Q82: What are the organization's 3 top needs to be able to reach its full potential or achieve its mission?

33 organizations answered

Assistance with funding

“Secure the sustainability and growth of our organization through donations and grants.”
“Additional contributed revenue.”
“City of Scottsdale grant funds for programming.”
“Increase revenue across contributed and earned streams.”
“Money for Marketing and Promoting the Museum.”
“Increased Individual donors.”

Venue support

“Accessible rehearsal, performance, and audience space.”
“More space (possibly through rental) for storage, building and/or rehearsal.”
“Indoor gallery/exhibition space with climate controls.”
“Funding to pay for adequate rehearsal space.”
“Renovations & Upgrades to building.”

Help with promotion and increasing awareness

“Free publicity in the Tourist Guide.”
“Marketing support.”
“Making sure the City continue to promote Scottsdale the Art & Culture hotbed of the Southwest.”
“Increase awareness, support and engagement through our public exhibitions of the kids' artwork.”

Support with staffing

“Stable long term professional leadership.”
“Funding to pay for staff - we are 100% volunteer managed.”
“Capable staff.”

Other themes

Expanding youth programming, more volunteers, more public support, offer events at alternative times, support from the City, corporate support, lease and rent options, working with local artists, governance through board growth, bringing in quality content and people, closing public streets, offering discounts for shows, freedom of creation artists, growing audiences, increasing production, infrastructure improvements, expansion of SMOCA, more members, resources for outreach, outreach to disabled communities, participation, partnerships, student recruitment, and teachers.

Section X: Additional Questions

Q83: What role can the city of Scottsdale play in supporting the organization?

33 organizations answered

Assistance with funding

“Increased and more equitable financial support; funding tends to be directed to Scottsdale Arts and orgs that already receive support through residence in city-owned properties.”

“Help find corporate sponsors to support our theater.”

“Offering a stipend to its local Art Leagues.”

“A consistent funding program that will allow for greater stability.”

“We would appreciate any monetary donations or revenues that we could count on annually so we can continue to support the arts groups.”

Providing venues and exploring new venues

“A dedicated rehearsal and office space with office equipment would be great especially if the funding is there to support this space.”

“Help fund and/or build a new space.”

“Provide free rehearsal space at SCPA.”

“We enjoy performing on the stage and it would be ideal if the stage were more affordable for local dance companies. This has been an ongoing conversation over the years.”

Help with promotion and increasing awareness

“Assist with getting the word out into the community that we exist.”

“Amplifying outreach to the community.”

“Events that help us build marketing and recruitment.”

“Maintain the promotion of Arts and Culture as being one of 'important' pillars of the City.”

Cultivating partnership and collaboration

“Forging and strengthening a partnership with the City through Scottsdale Arts is very important to us.”

“Collaborative programming.”

“We would love to partner with you and be a location in North Scottsdale for additional programming.”

Other themes

Assistance with offering free programming, supporting the mission of the organization, expanding hours of offerings, providing free programming, and continued support.

Section X: Additional Questions

Q84: Anything else you would like to share that hasn't been covered in the questions above?

19 organizations answered

Assistance with funding

"SAL is a non-profit organization that operates on a small budget since COVID. Would love financial support from the City of Scottsdale."

"A more transparent and inclusive competitive funding process for city-funded grants is needed."

"I'd like to know again if there is any feedback on our grant application and why we continue to be denied. I see grants funds are going to the same programs every year."

General positive feedback

"Tremendous gratitude for Scottsdale's support of Kids in Focus, for the youth we serve, for the vision and commitment to creating a thriving, inclusive and creative community. A vision aligned with our mission. Thank you."

"The city of Scottsdale has been an essential part of the museum success."

"We truly appreciate the partnership with the City. We work well together and we both have a desire to make the Museum of the West a top destination for our citizens and the 10.8 Million visitors that come to Scottsdale each year."

"Detour actors, directors, and technicians are validated as creative professionals by the Scottsdale Center for the Performing Arts. We have a lovely partnership!"

Other themes

Showcase dancers and musicians more and continued cooperation and support.

VIII. Arts Consulting Group

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.



Thank You!



(888) 234.4236

info@ArtsConsulting.com

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