

Report of the
98TH ARIZONA TOWN HALL
“Capitalizing on Arizona’s Arts and Culture”
Tucson, Arizona
May 1 - 4, 2011

Introduction

Arts and culture have been a meaningful part of Arizona since long before statehood, from the rich heritage of the Native American and Spanish cultures that shaped the Arizona experience into territorial days, and the lore of the “Old West,” for which Arizona still is known worldwide, through establishment of some of the earliest libraries, historical societies, public art, museums, performing and visual arts associations early in the twentieth century, to the hundreds of organizations of all types located statewide today. Arts and culture are a part of the Arizona experience in almost every community (rural and urban) are a source of employment for many, a source of leisure-time pleasure for many more, a draw for tourism and represent a significant economic state engine. Arts and culture are essential to quality of life.

But what is meant by the term “arts and culture?” For purposes of their discussions, the Town Hall reached for a broad definition designed to include as many constituencies as possible. These include the traditional performing, literary and visuals arts, such as symphony, jazz and popular music, musicals, ballet, modern dance, opera, theatre, art museums, galleries, and new media and electronic art forms. They also include architecture and the built environment, history and historic preservation, represented by examples such as historical museums, archeological sites, and historic buildings, districts and heritage sites. They also include humanities programs as well as programs and places that preserve, honor and interpret our history. Arts and culture include festivals and events that celebrate the lore of the Old West and promote the heritage of Arizona’s varied and diverse ethnic groups. Science, discovery and nature are part of Arizona’s arts and culture through science museums, children’s museums, natural history museums, botanical gardens and zoos.

The backdrop for many arts and culture experiences is our climate and geography. The Grand Canyon, the Sonoran Desert, the Colorado Plateau, the various other desert and wilderness areas, and clear skies and mild weather are part of an experience that makes Arizona a special place. Recognizing that sports and sporting events compete with many arts and culture activities for leisure time and dollars, Town Hall felt that they often have differing support systems. For this reason, they were excluded from this definition. The intent was to

include all other aspects of Arizona life that reasonably would be viewed as falling under the term “arts and culture.”

Beginning with this broad definition and an understanding of the prominent place of arts and culture in Arizona history, and its economy, a diverse cross-section of Arizona residents from various communities and walks of life, all genuinely interested in meeting head on the challenges we face for the future, met as the 98th Arizona Town Hall for three days of facilitated discussions to seek a consensus on how best to capitalize on Arizona’s Arts and Culture. This report captures the consensus that emerged from those discussions. Although not every Town Hall participant agrees with every conclusion and recommendation herein, this report reflects the overall consensus achieved by the 98th Arizona Town Hall.

Arts and Culture Arizona Style

Many aspects of arts and culture shape Arizona’s people, schools, businesses, economy, governments, and visitors. Equally, the people, schools, businesses, etc., help give shape to Arizona’s arts and culture. Some of these aspects are specific to Arizona, including Arizona’s natural beauty and temperate climate, as well as Arizona’s Hispanic and Native American heritage. Arizona’s cultural environment also is shaped by its popular culture, including trading posts, historic Route 66, and cowboy culture as well as contemporary arts, architecture, new media and conceptual arts.

Arizona’s arts and culture are not a luxury—they are a money-making and job-producing sector of our economy. Although the recently troubled economy impacts arts and culture, it does not dim the artistic and cultural spirit. Much of Arizona’s economy is built around tourism. The strong presence of native and western art and culture within Arizona meets visitors’ expectations and provides a solid arts and culture foundation upon which we can build. As Arizona economic development strategies seek to attract knowledge workers, vital arts and culture programs are important to these employees. Importantly, business decisions to locate or expand in Arizona are based in part on Arizona’s arts and culture, as well as education—and the importance of these features to employees.

Arts and culture impact how we understand, communicate with, and relate to each other in a civil society. Arizona’s arts and culture provide people with quality of life, a common foundation, a social center for connecting with other community members, and opportunities for building community, understanding, and a sense and pride of place.

Preservation and support of Arizona’s artistic heritage and cultural activities is important. We also need to encourage developing unique forms of artistic expression, which are not the province of any single sub-group of Arizona’s population. Political and cultural tensions can change the artistic environment for better or worse. Some of these tensions include those related to cultural heritage and identity and tensions between rural and urban communities, young and old patrons, traditional and contemporary artistic styles, the desires of newcomers and native-born residents, and gaps between well-funded and underfunded programs.

Arizona can and must do more to capitalize on its arts and culture. Arizona needs to engage, empower, celebrate, and market our arts and culture as much as possible. As noted above, arts and culture are a vital part of Arizona's economy, education, and the shared and individual experiences of Arizonans and visitors alike. Arizona especially needs engaged and informed policymakers who understand and appreciate the economic and social importance of funding the arts. It is imperative that Arizona develop sustainable private and public policies that do not leave support for arts and culture susceptible to periodic changes in leadership and vision.

Different Perspectives from Distinct Communities

Arizona's different regions and communities bring richly diverse, varied and vibrant perspectives and assets to arts and culture. The differences arise out of not only population size, but also location and the diversity of the communities themselves.

Communities that are more remote or that have limited economic resources may have fewer opportunities for access to arts and culture, lack infrastructure, and have a disproportionate dependence on local support. Arts organizations often must cooperate closely with one another to survive. Many rural communities have distinguished themselves and maintained their vitality by capitalizing on their place in history or natural surroundings. For example, towns in the Sonoran Desert and on the Colorado Plateau have captured the mystique of Arizona's heritage, which has helped shape their arts and culture. Some have made arts and culture a focus for the entire community. The border region is heavily influenced by the traditional relationships existing there.

Artists in small communities may be as diverse, modern and innovative as those in large urban centers, but urban areas are better known for contemporary and public art, architecture and artistic diversity. Venues requiring substantial capital investment, such as zoos, naturally develop in places where there are large populations to support them. Arts communities have successfully spurred economic redevelopment in parts of urban and rural areas. Due to the size of the community, there is a tendency in urban areas toward pocketing or isolation of arts communities. There also can be a loss of connectivity, between the arts community and the community as a whole, creating a challenge in raising public awareness of specific arts and culture events. The strength of many communities is the festivals in those communities. Many urban areas are comprised of smaller, distinct communities, separated by faith, ethnic, social, economic or geographic differences, each having its own artistic and cultural heritage.

Arizona needs to do more to promote, encourage and engage our distinct communities of arts and culture throughout the state. This state has an incredibly deep and rich history going back thousands of years, including Native American cultures, Spanish and other European settlements, the Old West, and the Civil War. We also have an incredibly diverse multi-cultural population, the depth of which often is obscured, and we need to make an effort to fully recognize and embrace it.

Artistic talent, ability and interest are not limited to any single demographic. All of the differing perspectives and assets should be promoted, from Native American art in the

tribal setting, to rural art in small towns and communities, to the experience of an urban gallery. But current, new, and different forms of artistic expression are to be encouraged. Vital communities can bring diverse populations together for the benefit of one Arizona.

A Diverse Population and Changing Demographics

Arizona's spectrum of arts and culture represents Arizona's diverse population but broad parts of this diverse population currently are not included in the arts and culture experience. There are real and perceived challenges to greater inclusion. Challenges include competition between organizations for funding and other resources, consolidation of arts and culture organizations and the resulting blending of missions, concentration of arts and culture organizations in large metropolitan areas, and simple lack of access for many individuals due to poverty and lack of transportation.

It is important that the leaders of arts organizations be diverse and represent different viewpoints. Arts facilities and performance and exhibit spaces must continue to be made available, affordable, and accessible to diverse groups. Ultimately, we need to develop a critical mass of people with diverse backgrounds, perspectives, and leadership skills to be engaged, provide leadership, and set policy within our arts and culture organizations. These individuals need to be engaged at all levels—as board members, executives, staff, audience members, and supporters in general.

Arizona's arts and culture should be spoken about in ways reflecting the values and heritage of the diverse peoples richly contributing to our society. Arizonans should strive to improve our language that at times fails to show proper respect for all traditions, communities and cultures.

Arizona should focus on better engaging youth in comprehensive arts and culture experiences. Participation in arts and culture programs can be transformative experiences for youth, and can be helpful in developing the next generation for future leadership. Arts and culture programs could more effectively reach youth and audiences by including more robust opportunities for active engagement, and by offering more affordable and accessible programs, including programs and activities taking place during the after-school and evening hours. Social media and evolving technologies are vital to reaching younger generations, but should be employed without sacrificing the humanity of personal interaction provided through other methods of arts and culture engagement.

Technology and enhanced access are critical to meeting the needs of Arizona's diverse populations. We should remember that different groups and generations access arts and culture experiences in different ways and at different speeds. Arts and culture groups experiment with different delivery methods, such as offering different times and places for performances. Additionally, arts and culture organizations are developing different marketing strategies for these diverse population segments in ways that appeal to their distinct preferences.

Arizona needs to recognize how much older adults bring to the arts and culture community. An often younger and more energetic population than historically envisioned,

today's "over 50" population seeks new experiences and ways to be actively engaged in meaningful experiences. Arts organizations might increase participation of this population through classes and activities that offer the creation of art in multiple disciplines. Also, as with other age populations, flexible performance times can improve access. This population provides an incredible volunteer base, and it should be noted that grandparents can provide an important bridge to bring arts and culture experiences to youth.

Who Are the Stakeholders, and How Can They Collaborate?

Everyone in Arizona is a stakeholder in Arizona's arts and culture communities. This includes a broad range of individuals, businesses, elected officials, governments, educational institutions, foundations, tourists and other entities. They are the artists and their audiences, the arts organizations themselves, and the directors and officers who run them, donors and others who support them, the business community, students and communities as a whole.

Difficult economic times create a highly competitive environment for all arts and culture organizations. The economy requires that arts and culture organizations work together more effectively. Collaboration is critical. Turf wars can be a challenge. Working together to share ideas is one way to overcome this competition. Expanding the opportunities for artistic and cultural experiences may grow the audience, which may grow support as a whole.

There are many opportunities for improvement. For example, public officials should actively promote and support their respective arts and culture communities. Arizona's currently unsupportive political climate is a barrier to overcome. Presently, many public officials do not actively promote and support arts and culture communities, and they need to be educated to understand the value of investing in the arts. If that is not effective, we as voters need to replace them. During the election process we need to question candidates on their positions regarding arts and culture. Voters should know where candidates at all levels stand, and base their ballot decisions on candidate support for arts and culture. When elected officials are not receptive, we need to reach out to other stakeholders, increase awareness of what public officials are doing, and work together to share information about their performance.

Arts and culture organizations need to focus more on collaboration and coordinating among themselves. Shared efforts will reduce costs and grow audiences. For example, a performance artist invited to one community or one organization could reach a larger audience if invited to perform in other communities or for other organizations and at a reduced per performance cost to each of them. Organizations that support the arts can be helpful here, but they need greater financial and other support to fulfill their potential.

The economic impact of arts and culture organizations on Arizona's economy is comparable to that of major sporting events. Businesses need to understand how they will benefit from providing greater financial and other support. They have the resources and a stake in the outcome. If businesses understand how they will benefit, greater support is more likely. The relationship is a two-way street. The arts and culture community needs to take responsibility for ensuring that businesses are educated on the mutual benefits of this shared self-interest.

The arts and culture community also must become more effectively involved in the political process, to have a seat at the table when the future of the state, our communities and our people is being decided. Artists and arts and culture leaders should consider using their creativity and leadership skills for public office.

Arts, Culture and the Economy

Arts and culture have a profound impact on Arizona's economy. The arts and culture sector is not just a segment of the economy, or a business—it affects everything we do. Arts and culture tell our story, enrich our lives, and are an important part of life in a balanced community.

The availability of rich and diverse culture opportunities impacts business location decisions and businesses' ability to attract a talented workforce. Arizona's arts and culture drive tourism. The arts and culture sector employs and otherwise engages large numbers of people within our state, including in nonprofit organizations, commercial ventures, educational institutions, and a variety of avocational activities.

The economy also affects arts and culture. It might be said that as the economy goes, so goes funding for arts and culture. However, the news is not all bad. For instance, as the economy struggles, there is more unused real estate. Unused spaces might be put to use to support the housing of artists and their studios and the exhibition of their works, while at the same time ensuring that the real estate and surrounding areas do not suffer significant decay.

There are many opportunities for enhancement, partnership, and mutual support. Actions that could be taken to promote the best short-term and long-term interaction of arts, culture and the economy include:

- Better integrating arts into clinical and other health care settings, given that the presence of art in such settings has a demonstrable impact on patient outcomes, as well as the health industry's profound impact on the Arizona economy.
- Supporting existing organizations within the arts and culture sector, including those that focus broadly on supporting the sector as a whole.
- Marketing arts and culture opportunities on a concerted and collaborative basis, including by promoting existing resources.
- Identifying opportunities for collaboration between existing organizations, including by merging certain functions when desirable to achieve economies of scale.
- Supporting and capitalizing on Arizona's historical prominence in the film industry.

- Designating organizations or individual leaders at the state level to be responsible for identifying and implementing strategies to promote arts and culture.
- Supporting and participating in the Cultural Data Project, which will regularly and consistently collect and analyze data in a standardized system that is shared and demonstrates the impact of nonprofit arts and culture in the Arizona economy.

Supporters of the arts should become politically active and aware and should take steps to increase the likelihood that persons supportive of the arts will be elected to public office. Advocates of arts and culture must speak more loudly, more clearly, and more frequently. Commitment to advocacy should become part of the selection criteria for arts and culture organization board members. Arts advocates must become involved and play an active part in chambers of commerce and other business groups. Arts advocates should have a seat at the table with the new Arizona Commerce Authority and similar local and regional business groups.

Arts, Culture and Education

Education impacts, and is impacted by, Arizona's arts and culture. Arts and culture provide unique educational opportunities, particularly about other cultures. Importantly, there is a positive impact of early arts education on later success in science, math, and other disciplines. There are vast disparities in the funding of arts and culture across Arizona schools. This results in underfunding in numerous schools across the state. This data is supported by the recent Arts Education Census 2009. Many schools are not meeting or enforcing the minimum standards for arts education that are already in place. The standards need to be increased and enforced. Instilling in the next generation an opportunity to think creatively and critically is important for the continued development of Arizona's arts, culture and economy.

A lack of arts and culture education negatively affects the creativity, innovation and academic achievement of our students. The Arizona legislature has severely cut education funding at all levels and for all subjects, forcing schools to place greater emphasis on subjects tested for AIMS, such as reading, writing, math and science. Subjects involving arts and culture activities are de-emphasized. This has a negative effect on essential skills that impact student learning in other areas and denies them a valuable learning opportunity in their youth.

National and state foundations, as well as civic and education leaders, have placed greater emphasis on subjects such as science, technology, engineering and math ("S.T.E.M."). S.T.E.M. has been defined as the core underpinnings of an advanced society. We need to include the arts in that definition. We need S.T.E.A.M., not S.T.E.M. Arts education is a core academic subject and, as such, is integral to every student's education. Creativity, often learned by studying the arts, is a key to success in other areas, such as science and business. For some children, classes emphasizing arts and culture may be the incentive they need to remain in school.

Many of Arizona's political leaders do not value arts and culture as part of a core curriculum. Until this changes, Arizona will de-emphasize arts and culture education. Accountability starts at the legislature and the Department of Education, but they will not change without input from others. Arizona residents need to speak up, stand for what we support, and make that support known at the ballot box at all levels, from the legislature, to the superintendant of public instruction, and to local school boards.

The arts and culture community should partner with the business community to lobby for improved arts education. The benefits of a well-rounded curriculum, including arts and culture education, are too many to ignore. Arizona residents need to fully understand the impact of arts and culture on the community. Supporters should bring the issues to the forefront of public policy discussions and seek flexibility at the local level for schools to accommodate all subjects within their budgets.

Nonprofit organizations and arts professionals should continue augmenting arts education in the schools. Artist residences, school field trips to libraries, museums and other arts and culture institutions compliment instruction. Bringing the arts from the community into the schools may also be an effective strategy. Educators also can be instrumental in this process, but they need support from policymakers. In this way, students will benefit from direct exposure to artists and their art, and arts and culture activities can be an important compliment to the core curriculum.

Health, Well-Being and Quality of Life

Arts and culture impact the health and well-being of Arizona residents and visitors. Arts experiences can positively affect one's health. As studies and clinical experiences show, the presence of art in health care settings has a demonstrable impact on clinical outcomes, including fewer prescriptions, fewer doctor visits, and fewer hospital visits. The presence of arts and culture programs in schools positively impacts students' health, attendance and engagement. Art and culture are integral parts of healing and therapy.

Arts and culture also contribute to the quality of life of Arizona's residents and visitors, contribute to a sense of community and a sense of place, and make us feel like a part of something greater. Arts and culture foster connection, stimulate dialogue, and unite us to achieve common goals.

Arizonans should do more to help arts and culture institutions develop strategies to expand their audiences and impact our communities. Examples of how they might do this include:

- Health care communities should be encouraged to enhance their support for arts and culture by, among other things, setting aside funds to invest in arts.
- Arts advocates should consider the potential for alliances with religious organizations that already incorporate art, music, dance, and other artistic and cultural activities into their activities and services.

- Arts advocates should develop partnerships with already funded entities, such as Health and Human Services, Housing and Urban Development, and the Department of Transportation.
- Governments, state and local, should provide incentives, such as the percent for art program that promotes arts and culture.
- Arts and culture should be considered in land-use master-planning processes, such as art development ordinances, as well as the scoring criteria for tax credits, grants, LEED certification, and other relevant allocations of resources.
- Arizona needs to expand, better utilize, publicize and adequately fund showup.com, the existing statewide calendar of arts and cultural events.
- We should bring arts and culture to places where people already gather or create mixed use spaces, for instance venues that combine cafes with musical or other cultural experiences, or bringing concerts to libraries and museums and malls.
- The health of artists should be protected by wider efforts to make health insurance affordable and accessible to the sole proprietors and small businesses that comprise the vast majority of practicing artists.

Promoting and Advocating for Arizona's Arts and Culture

Many Arizona residents do not understand the full impact of arts and culture on education, the economy and their quality of life. Still others take for granted, or are simply unaware of, the role that arts and culture play in their lives, and how arts and culture can enhance their lives. Based on the actions of voters who have approved bond elections to establish and continue arts and culture programs and facilities, Arizona residents are more progressive, have a better understanding of the arts and culture, and are far more willing to support them than the legislature. But the voters' values in support of arts and culture often are not reflected in their decisions on which candidates they support for public office.

We cannot wait for elected officials to change. We must work to change elected officials. Education of the general public is one answer to the question of improving Arizona residents' understanding of the impact of arts and culture on education, the economy and their quality of life. The arts and culture communities need to take matters into their own hands to do this work. People need to know and understand the history of arts and culture in Arizona and how that history impacts what is happening today. Arts and culture serve a public good beyond just our individual experiences. Education will raise awareness of their statewide importance.

A statewide campaign to promote Arizona's arts and culture and their economic value should be comprehensive, sustained and targeted. Use of the media (including traditional and

social media) and taking advantage of opportunities through media and other partners is important. Supporters should not hesitate to publicly correct errors and attacks directed at arts and culture.

Arizona's culture is one of rugged individualism and great possibilities. As we teach Arizonans about our arts and cultural history, we can build a sense of pride in the state's arts heroes who reflected this spirit and thrived on it. The goal is to keep the message personal, simple and direct to get the public engaged and supportive of arts and culture on an ongoing basis.

The economy is a challenge. Diverse groups have their own stories, priorities and self-interests. They face tough choices, and arts and culture programs often lose when something needs to be cut. Therefore, we need to collaborate with other groups threatened by cuts and work toward true fiscal reform that provides adequate funding for all of our state's needs. Those promoting programs need to figure out how to reach people with arts and culture and make a connection. For example, getting children involved not only will enhance their education, but also can be a tool to reach out to their parents and families. These personal relationships can be used to create connections between people. In particular, youth at risk can benefit from art programs and the connections that flow from them.

The Impact and Opportunities of Market Forces and Private Enterprise

Dynamic market forces play a significant role in the arts and culture sector. These market forces include, among other things, fluctuating economic trends, changing demographics and evolving technology.

As government and philanthropic support has eroded, arts and culture institutions have become considerably more market sensitive. Many have experienced pressure to generate more earned income and, in some cases, become entirely self-sustaining. This pressure presents opportunities, but also creates serious creative and other risks. For example, arts organizations must ensure that their missions do not get lost in the pursuit of resources and funding. Arts and culture institutions may mitigate such risks by developing and actively marketing programming that includes both presentations that have broad audience appeal and more edgy presentations that do not have the same mass appeal.

Arts and culture institutions can capitalize on the opportunities presented by market pressures by recognizing that they are fundamentally similar to other business sectors in many respects.

There are many opportunities for improvement in the marketing of arts and culture. For marketing purposes, arts and culture organizations need to understand why their patrons participate in their programming. Further, there are opportunities for arts and culture institutions to be more creative and demonstrate their relevance through product differentiation and other strategies. There are also opportunities for stronger collaborative partnerships between the arts and culture sector and businesses and other sectors. For example, a lunchtime restaurant may be willing to stay open for extended hours when a

nearby theater is offering programs. A shared understanding and appreciation of, and respect for, the assets, skills, perspectives and challenges of all partners is essential for partnerships to maximize these opportunities and “increase the size of the pie.” However, collaboration must be mutually beneficial.

Examples of innovative and collaborative partnerships that either have proven or could prove successful include:

- Developing special arts districts and neighborhoods that create a necessary critical mass of customers to support a market for arts-related businesses.
- Establishing community art walks.
- Making available the temporary use of unoccupied retail space for art displays and galleries.
- Encouraging adaptive reuse of existing structures for arts and culture facilities and the involvement of neighborhoods in place-making centered around arts and culture.
- Installing rotating displays of art in businesses and other public places.
- Sharing performing arts and other facilities with other organizations during “off” times to generate additional revenue.
- Developing rosters of artists to be provided to developers, builders, homeowners, and municipalities to facilitate the inclusion of public art in building projects.
- Encouraging artists and businesses to share skills and talents. Arts groups are often small, underfunded, and inexperienced in management and would benefit from the availability of low-cost training, expertise and guidance in those areas. Additionally, the donation of in-kind services or lower cost services represents an area of opportunity.

Philanthropy

Historically, private philanthropy has played a role in supporting and funding arts and culture in Arizona. A widely engaged and deeply invested philanthropic community is central to a vibrant arts and culture community. Some Arizonans give generously, usually for the benefit of organizations with which they have a strong personal connection. There are few statewide philanthropic foundations in Arizona. Although there are national-level foundations, it is challenging to even get their attention. Arts and culture organizations thus rely more on local philanthropy, including individual donors. The economic downturn further limited the pool of funds available and, in many cases, pushed arts and culture to the “bottom

of the barrel,” as some philanthropists turned their focus to basic human needs and other causes. We recognize that the arts and culture also are basic human needs.

Like politics, art support is local. Sustained philanthropic giving requires understanding, a thoughtful approach and follow-up. Engagement of key corporate decision makers is critical to securing corporate donations. Because few large corporations are headquartered in Arizona, corporate support for arts and culture in Arizona is more limited than in many other “headquarters” states.

The number and size of private foundations and philanthropic organizations located in Arizona that are dedicated to funding arts and culture is likewise limited. Some communities have no large foundations for this purpose. Other areas are competing for the same dollars, which are a diminishing resource.

Arizona has a significant population of retirees who moved here from other states and individuals who maintain homes here but consider their primary residence to be located elsewhere. Both groups tend to provide philanthropic support to arts and culture organizations in their home states, and often are less inclined to give in Arizona.

Outreach at all levels is key to meeting the challenges associated with private philanthropic funding of arts and culture. Arts and culture organizations need to increase the sophistication of their fundraising efforts. Over the long term, arts and culture organizations need to demonstrate the value of investing philanthropic dollars in arts and culture. Training and educating people in arts and culture when they are young will let them see the value of arts and culture, making them more likely to give. Similarly, organizations should provide opportunities for young people to become involved in leadership positions for the purpose of nurturing this demographic as donors.

In the shorter term, seeking smaller philanthropic gifts from many donors actually may be more beneficial than going after one large gift. This strategy will cause many more people to become engaged, involved and invested. Small gifts also could be used later to leverage larger resources. Contributions on such a scale could be encouraged through state and federal tax incentives.

Volunteering is an important aspect of private philanthropy. Arts and culture organizations should use resources that efficiently join a supply of available volunteers having expertise with those organizations who demand it. Such resources are an important clearing-house function that would eliminate inefficiency and maximize private philanthropy. Grants and donations are not always free money. Often these gifts come with strings attached. Many funders will provide only seed money leaving the recipient struggling to finance ongoing operations. Businesses can provide people to serve on arts and culture boards and as volunteers, which benefits the corporation by enhancing the skills of the employees and contributes to employee retention.

Although they tend to give in their home states, Arizona part-time residents and visitors have incredible wealth. Arts and culture organizations need to devote resources to convincing these individuals to add Arizona organizations to their philanthropic giving.

Focusing on the baby boomers and their heirs to establish advanced-planned giving for the benefit of arts and culture also is an important strategy.

There is a need to be creative in keeping the arts and culture message in front of the targeted philanthropic audience. Direct mail may be best for some. Phone calls may work for others. New technology, such as texts, tweets or even email may work best for still others. In all cases, personal relationships are key. Once the means of communication are identified, the story must be told in a way that is compelling to the audience.

Government Support and Funding

Arizona government traditionally has supported arts and culture programs and organizations. Financial support practically has disappeared in recent years. Presently, Arizona government funding for arts and culture is wholly inadequate. The general appropriation for arts and culture trails every other state. State funding for the arts and culture at the low current levels is simply unacceptable.

Arts and culture voters must advocate for the idea that public funding for the arts and culture is both possible and desirable. Government funding of arts and culture is statistically insignificant as a percentage of the state budget, but it is the first to go when economic times are tough. This is short sighted and overlooks the fact that arts and culture yield real economic and other returns that more than justify the investment.

Arizona needs to develop more stable and diversified sources of funding for arts and culture. Government funding is critical to address geographic disparities, differences between rural and urban areas, and private sector preferences. Examples of how Arizona might achieve more stable and diversified funding of arts and culture include:

- Implementing a dedicated funding source that benefits arts and culture.
- Restoring funding to the Arizona Commission on the Arts and empowering it to oversee the allocation of funds to arts and culture institutions.
- Educating elected leaders and candidates about the tangible benefits associated with arts and culture and identifying and supporting candidates for elected office who will champion arts and culture.
- Supporting existing and creating new private foundations/endowments for Arizona's arts and culture.
- Encouraging local elected officials to support private-public collaboration to support arts and culture and pursue zoning improvements.

Maximizing and Better Utilizing Available Resources

The most powerful method for maximizing available resources is to build robust arts and culture networks to share information and coordinate efforts. These networks may consist of partnerships among the organizations themselves or umbrella organizations, such as arts councils formed to act as a resource for consolidation. The value of a network increases with each additional participant. Commonalities can be identified to increase efficiency. Organizations are filled with creative people who should be leading the nation in the development of innovative ways to finance their activities.

Many arts and culture organizations share common functions, often not apparent to patrons, where consolidation would let them pursue efficiencies. Examples of these include accounting, human resources, insurance, list management, purchasing and other back-office operations. Networking and pooling of resources would allow each group to reduce its overall costs and provide valuable resources to employees. Where there is duplication and competition for funding resources, partnerships, alliances and mergers should be considered. Arts and culture organizations cling strongly to their individual identities and may find consolidation of some operations threatening. For this reason, the involvement of a third party, such as an arts council, may be warranted to facilitate consolidation. Mergers of organizations that have different missions, cultures and practices may be difficult to engineer and ultimately may not be successful.

The business community is another potential resource for improving efficiencies. Businesses can donate office supplies and equipment, the time of their executives and skilled employees, office space and training for employees of arts and culture organizations. Volunteers and their time reduce the need for reliance on funding organizational operations. Businesses, property owners, government entities and schools have vacant or surplus properties that could be made available for use by arts and culture organizations. Space in occupied properties owned by these entities, and by religious organizations, could be offered for use as venues for art exhibitions or other programs.

Other innovative revenue enhancement or cost cutting measures include naming rights campaigns, marketing campaigns that raise awareness of and support for arts and culture, free or discounted tickets to build patron loyalty and interest, “rounding up” and point of sale donation programs, employment of student artists as summer interns, and continued investment in internet based and social networking tools to market themselves, and to connect with one another and with funding resources. Organizational representatives should become familiar with the tax incentives and bond programs available and work to further and promote them.

Priority Actions

It is the role and responsibility of Arizonans to ensure that the actions identified in this Town Hall report are implemented by supporting Arizona’s arts and culture communities. The following actions, listed in no particular order, must be taken immediately or in the very near term:

- Restore appropriations and the arts endowment to the Arizona Commission on the Arts and expand the role of the Commission to include cultural organization with additional appropriations.
- Dedicate a seat on the Arizona Commerce Authority for arts and culture. Urge statewide advocacy groups to establish a legislative priority to secure this seat by amending the existing statute.
- Increase statewide campaigns to raise awareness for the value of arts and culture and increased participation. These campaigns should be executed with sufficient resources to maximize their effectiveness and should be led by a marketing alliance of arts and culture groups. As participation precedes support, we must start now.
- All schools must adhere to the existing state standards and policies that apply to arts curriculum. The Superintendent of Public Instruction must enforce this provision. To accomplish this goal we must advocate that local school officials place arts specialists in all schools and provide adequate funding to meet the standards.
- Arts and culture organizations should work with education stakeholders to advocate for a statewide mandate for the recurring collection of arts education data from schools, using the model and best practices evident in the 2008/2009 voluntary arts education census.
- Parents must be involved in their children's art education so that they are engaged and invested in that education. Arts and culture organizations should reach out to parents and encourage them to be involved in their children's arts education, taking an active role in assuring the enforcement of state standards and policies being implemented.
- Arts organizations should sign up for and participate in the Cultural Data Project and the Arizona Community Database.
- Individuals and arts and culture organizations should immediately implement a variety of grassroots efforts, including networking, enlisting the support of others, contacting public officials, attending Arizona Town Hall outreach sessions and advocating for implementation of this report.
- Convene a broad-sector coalition to develop a statewide quality of life ballot initiative to provide a dedicated funding source for arts and culture that cannot be diverted or reduced through legislative action.
- Ensure that Arizona's arts and culture are represented in any celebration of the Arizona Centennial.

- Convene a consortium of the arts and culture stakeholder communities to form an overarching collaboration alliance for purposes of data, policy, support, development and awareness.
- The Arizona tourism industry and arts and culture organizations should increase their partnerships and collaborations to raise the profile of Arizona's arts and culture sectors when marketing Arizona as a visitor destination.
- Identify and encourage diversity in arts and culture organizations.
- In order to provide more public and private support, grow philanthropy to support Arizona arts and culture.
- Authorize and fund a study defining and measuring the total Arizona arts and culture economy, expanded to include traditional nonprofits, education K-G (Kindergarten through Graduate), and art and design-based business enterprises.
- Convene a consortium of the arts and culture stakeholder communities to form an overarching collaboration alliance for purposes of statewide data policy, support, development and awareness. The state's primary arts-supporting foundations are a logical choice to facilitate this summit.
- The arts and culture community should utilize their existing statewide arts and culture advocacy groups such as Arizona Citizens in Action for the Arts to organize a political action committee, which will receive contributions and make expenditures for the purpose of influencing elections at all levels and advancing the statewide arts and culture agenda.
- Identify and utilize online interactive resources that would allow the various groups to share valuable information about resources and opportunities for alliances.

The following actions must to be taken, in no particular order, over a longer period, starting now:

- Identify, support and elect political leaders and candidates who will champion the cause of the arts and culture, from the legislature to the city councils to the school boards.
- Collaborate with education, health and human services, and other groups threatened by cuts to enact true fiscal reform (including closure of tax loopholes) to ensure fair, adequate, and sustainable revenues to support all our state's needs including arts and culture.

- Arts and culture organizations and artists should collaborate and partner with other public groups, such as hospitals, educational institutions, tourism boards, and religious and civic groups in order to expand the resource pie.
- Arts and culture organizations should continue to collaborate and partner among themselves to share resources, such as marketing and audience development efforts.
- Expand S.T.E.M. to S.T.E.A.M. by adding arts into the core educational curriculum.
- Arts and culture organizations will have a more impactful voice when their value message is unified and substantiated by reliable research.
- Arts and culture organizations need to have a seat at the table with local chambers of commerce, business organizations and economic development organizations to build vitality and long-term relationships.
- Arts and culture organizations and their allies should bolster existing lobbying efforts.
- Arts and culture organizations should work with regional planning organizations and the League of Arizona Cities and Towns to develop model ordinances and policy that support the arts.
- Full and part-time residents need to become members of arts and culture organizations and commissions, and actively support them, financially, by volunteering their time, and by attending their functions and events.
- Require public art as an element of government buildings and infrastructure. Local governments should enact land use codes that provide incentives for developments that include public art.
- Identify and engage new and emerging leaders in arts and culture.
- Create models to reach young and modest givers who may become long-term sources of sustainable financing for arts and culture.
- Arts and culture organizations should make it a policy to identify, encourage and publicize emerging individual artists, artist teams and art groups.

Individual personal responsibility is critical for the future of arts and culture in Arizona. Whether they act individually, in partnership with others, or through businesses, governments, nonprofits or other organizations, individuals must take responsibility for preserving, improving and growing arts and culture in Arizona.