

Strategies and Opportunities for a Community Arts Incubator

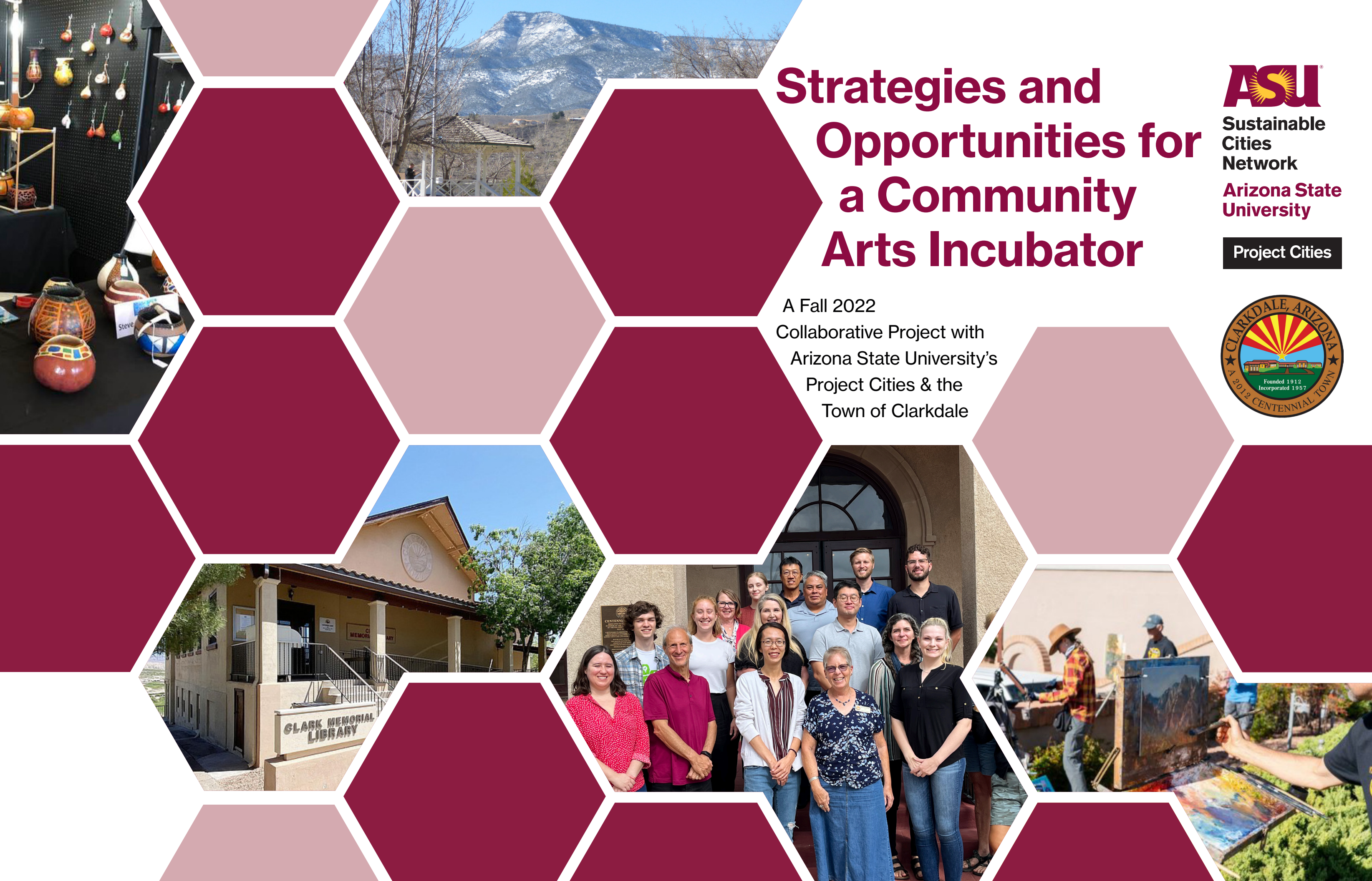


Sustainable Cities Network

Arizona State University

Project Cities

A Fall 2022 Collaborative Project with Arizona State University's Project Cities & the Town of Clarkdale



PART 1:

Project and Community Introduction

GET TO KNOW THE PROJECT

ABOUT ASU PROJECT CITIES

ABOUT THE TOWN OF CLARKDALE

EXECUTIVE SUMMARY

KEY STUDENT RECOMMENDATIONS

SUSTAINABLE DEVELOPMENT GOALS

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This report represents original work prepared for the Town of Clarkdale by students participating in courses aligned with Arizona State University's Project Cities program. Findings, information, and recommendations are those of students and are not necessarily of Arizona State University. Student reports are not peer reviewed for statistical or computational accuracy, or comprehensively fact-checked, in the same fashion as academic journal articles. Editor's notes are provided throughout the report to highlight instances where Project Cities staff, ASU faculty, municipal staff, or any other reviewer felt the need to further clarify information or comment on student conclusions. Project partners should use care when using student reports as justification for future actions. Text and images contained in this report may not be used without permission from Project Cities.

Cover images:

**Town of Clarkdale
and Project Cities**

ACKNOWLEDGMENTS

Town of Clarkdale

Robyn Prud'homme-Bauer, Mayor

Debbie Hunseder, Vice Mayor

Bill Regner, Councilmember (2010-2022)

Laura Jones, Councilmember (2022-Present)

Marney Babbitt-Pierce, Councilmember

Lisa O'Neill, Councilmember

Susan Guthrie, Town Manager

Ruth Mayday, Assistant Town Manager

Arizona State University (ASU)

Julie Ann Wrigley Global Futures Laboratory

Peter Schlosser, Vice President and Vice Provost, Global Futures Laboratory, and Dean, College of Global Futures

Dave White, Director, Global Institute of Sustainability and Innovation, and Associate Vice President of Research Advancement, Knowledge Enterprise

Meredith Simpson, Director of Operations, Global Futures Laboratory

Diane Pataki, Director, School of Sustainability

On behalf of the Julie Ann Wrigley Global Futures Laboratory, the Global Institute of Sustainability and Innovation, and the School of Sustainability, we extend a heartfelt thank you to the Town of Clarkdale for enthusiastically engaging with students and faculty throughout the semester. These projects provide valuable real-world experience for our students and we hope that their perspectives shine light on opportunities to continuously improve Clarkdale's future livelihood and community well-being.

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To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCClarkdaleArtsIncubator22F

ABOUT PROJECT CITIES

The ASU Project Cities program uses an innovative approach to traditional university-community partnerships. Through a curated relationship over the course of an academic year, selected community partners work with Project Cities faculty and students to co-create strategies for better environmental, economic, and social balance in the places we call home. Students from multiple disciplines research difficult challenges chosen by the city and propose innovative sustainable solutions in consultation with city staff. This is a win-win partnership, which also allows students to reinforce classroom learning and practice professional skills in a real-world client-based project. Project Cities is a member of Educational Partnerships for Innovation in Communities Network (EPIC-N), a growing coalition of more than 60 educational institutions partnering with local government agencies across the United States and around the world.

ABOUT SUSTAINABLE CITIES NETWORK

Project Cities is a program of ASU's Sustainable Cities Network. This network was founded in 2008 to support communities in sharing knowledge and coordinating efforts to understand and solve sustainability problems. It is designed to foster partnerships, identify best practices, provide training and information, and connect ASU's research to front-line challenges facing local communities. Network members come from Arizona cities, towns, counties, and Native American communities, and cover a broad range of professional disciplines. Together, these members work to create a more sustainable region and state. In 2012, the network was awarded the Pacific Southwest Region's 2012 Green Government Award by the U.S. EPA for its efforts. For more information, visit sustainablecities.asu.edu.

PROJECT CITIES TEAM

Director

Anne Reichman
anne.reichman@asu.edu
480-965-2168

Program Manager

Julia Colbert
julia.k.colbert@asu.edu
602-543-1218

Program Coordinator

Alison Almand
alison.almand@asu.edu
602-543-3197

Design & Communications Assistant

Lamiya Merchant, Master of Science in User Experience

SCN Program Assistant

Catelyn Nieves, Bachelor of Arts in Sustainability



Project Cities

Design & Communications Assistant

Shraddha Bejgam, Master of Science in User Experience



ABOUT CLARKDALE

The Town of Clarkdale, Arizona is located on the banks of the Verde River in the north central part of Arizona. It is a thriving community and is the gateway to the Sycamore Canyon Wilderness Area in the beautiful Verde Valley. Founded in 1912, Clarkdale is renowned as the first master-planned community in the state of Arizona and was developed with a "Live, work, play" ideology intended to provide its residents with a wholesome living experience. Clarkdale has just over 4,400 residents who thrive in the fresh, clean air of the Verde Valley.

CLARKDALE TEAM

Project Cities Community Liaison

Ruth Mayday, Assistant Town Manager

Fall 2022 Clarkdale Project Leads

Susan Guthrie, Town Manager

Ruth Mayday, Assistant Town Manager



Celebrating historic charm. Creating a prosperous future.

clarkdale.az.gov



Town of Clarkdale

Post Office Box 308
Clarkdale, AZ 86324
Telephone: (928) 639-2400
Fax: (928-639-2400)

March 30, 2023

Dear Town of Clarkdale Residents :

On behalf of the Town Council and the Town of Clarkdale, we would like to express our appreciation to all who have been involved with the ASU Sustainable Cities Project. Over the past few years, the Town has been fortunate to work with nearly 100 students across disciplines to develop strategies for improving the lives of Clarkdale residents. Their efforts support the work of Town staff and is vital to the planning and development of a Clarkdale that will meet the needs of all its residents.

Our continued partnership is important to the Town of Clarkdale. Because we are a small town with a small staff, our capacity to research and produce in-depth documents is limited; the ability to work with the students and faculty at ASU provides us with the expertise we need to accomplish our goals for our community, while providing the students with hands-on, documentable experience in the public sector.

The Town of Clarkdale looks forward to our continued collaboration with Sustainable Cities Program and another successful year with the students at ASU.

Sincerely,

Robyn Prudhomme-Bauer, Mayor

Susan Guthrie, Town Manger

Clarkdale, Arizona



Proud partner of

ASU Sustainable Cities
Network
Arizona State University

Project Cities

Verde River at Box Canyon

Demographics

total population: **4,424**

36% of residents are over the age of 65

median age: **56.27**

78% of residents are homeowners

67.1% of the population has some college education, 31.75% are college graduates

median yearly income: **\$45,304**

Schools

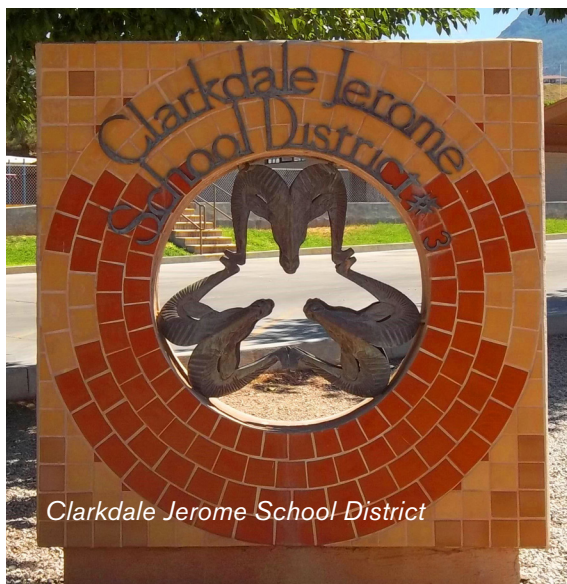
Clarkdale is home to the Yavapai College Verde Campus and the Small Business Development Center. Yavapai College has one of the leading viticulture and enology schools in the Southwest. High school students in Clarkdale attend Mingus Union High School, and the Clarkdale-Jerome Elementary School boasts an excellent reputation for educating students from Kindergarten through 8th grade.

Sustainability

In Clarkdale's 2013 General Plan, the City identified four main sustainability objectives: **water use, ecological design, sustainable construction** and **mixed use development**. In 2019, Clarkdale announced its partnership with ASU's Project Cities to enliven the Central Business District with a sustainability orientation.



Clarkdale Park



Clarkdale Jerome School District



Tuzigoot National Monument

History

The Town of Clarkdale is located on the banks of the Verde River in the north central part of Arizona. It is a thriving community and is the gateway to the Sycamore Canyon Wilderness Area in the beautiful Verde Valley. Founded in 1912, Clarkdale is renowned as the first master planned community in the State of Arizona. The town was founded to house the employees of the smelter in Clarkdale, as well as the mine workers from Jerome. Ahead of its time, Clarkdale boasted underground utilities, sewers, paved streets, stylish homes and a thriving commercial center.

The main town site was located on a ridge overlooking the industrial smelter complex and was developed with residential homes, including upper and lower-income housing, a commercial

area, an administrative center, schools, recreational and cultural facilities, and parks. They intended to include all the parts typically found in a small town within a comprehensive planned design. Today, the original town site of Clarkdale is recognized as a Historic District on the National Register of Historic Places.

The original rail line that served the smelter is now host to a scenic excursion train, the Verde Canyon Railroad, which allows travelers a four-hour round trip to view the protected ecosystem of the Sycamore Canyon Wilderness Area and Verde River firsthand. In addition to the excursion branch, the Arizona Central Railroad (the parent company of the Verde Canyon Railroad) ships materials by rail to Salt River Materials Group, a local cement manufacturer.



Verde Canyon Railroad

Attractions

Hop aboard the Verde Canyon

Railroad for the longest-running nature show along the Verde River. Spot bald eagles and enjoy an array of special events onboard throughout the year. Experience the Arizona Copper Art Museum housed in the restored Clarkdale High School with its dazzling array of thousands of gorgeous copper artifacts (some of which you can touch). Float the Verde River with experienced

local river outfitters and enjoy unspoiled riparian areas adjacent to the Audubon Important Birding Area in Tavasci Marsh. Dance the night away every weekend to live music. Explore the Tuzigoot National Monument featuring the ruins of an ancient Sinagua Indian pueblo. Savor local terroir at Clarkdale's wineries, the Chateau Tumbleweed tasting room and winery or the Southwest Wine Center in the heart of Yavapai College's Verde Campus in Clarkdale.

Downtown Business District



Downtown Business District

The historic Downtown Business District boasts many treasured historic assets and is the center of Clarkdale's government, cultural and historic core. The Town and downtown-area business owners have invested heavily to keep the town core thriving. As of 2019, there are four vacant properties in the Business District that pose opportunities for redevelopment, including a former grocery store, apartments, and the old

Grand Theatre. \$1.5 million in streetscape improvements in the Downtown Business District were completed in March 2005.

Clarkdale revitalization plan

1. Develop a strategy to **encourage public and private investment**
2. Produce a **report of building conditions** including a revitalization plan for each building, cost estimates on the repairs and possible funding sources
3. Develop a **parking, pedestrian and bicycle connection plan**
4. Identify creative use of existing spaces to **promote foot traffic** in the area

Business Highlights

- Clarkdale has 83 businesses
- Workforce is composed of 45% blue collar; 54% white collar
- 90% of businesses have less than 20 employees
- Annual events, such as Clarktoberfest, the Car Show, wine festivals, and multiple block parties, are anchored in the historic business district



Historic Downtown Mainstreet

Leading industries as of 2019

Public Administration



167 Jobs

Education



110 Jobs

Information



108 Jobs

Transportation & Warehousing



87 Jobs



Kayaking on the Verde River

Local ecology

The Verde River bisects the north portion of Clarkdale at a low elevation of around 3,300 feet. The west side of the town boundary is located along the foothills of Mingus Mountain in the Black Hills Range at a high elevation of approximately 4,600 feet above sea level. On the northeast border of Clarkdale, the National Park service operates the 42-acre Tuzigoot National Monument, an 800-year-old Sinagua pueblo, which is surrounded by hiking trails and hosts a complete museum. Tavasci Marsh borders Tuzigoot National Monument and has been designated as an Important Birding Area by the North American Audubon Society. Arizona State Parks also manages the Tuzigoot River Access Point along the Verde River in Clarkdale. The town is surrounded by the Prescott National Forest to the west and the Coconino National Forest to the east. In addition, trust lands of the Yavapai-Apache Nation are located within the town boundary.



Local wildlife

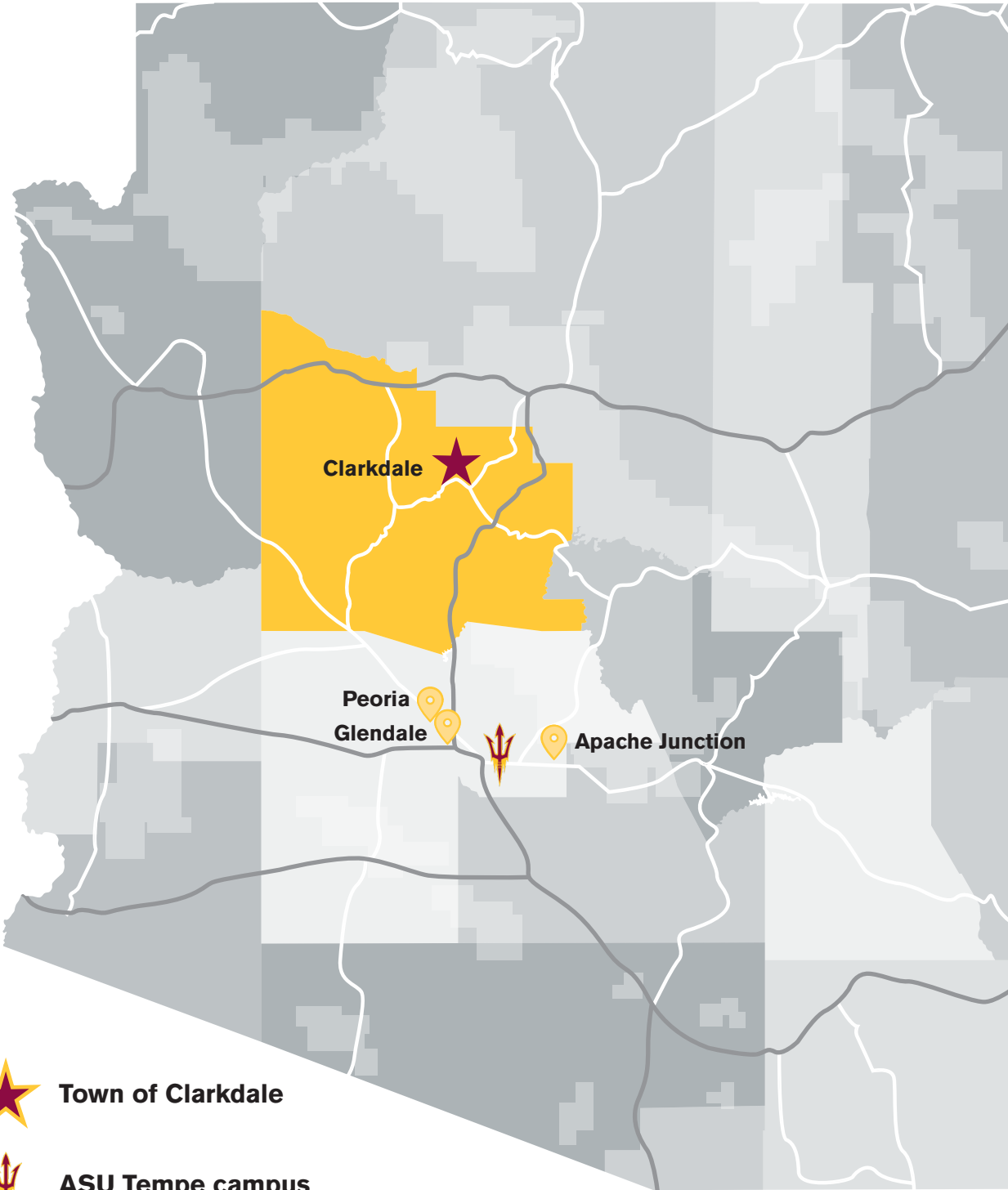


Verde River



Sycamore Canyon

MAP OF PROJECT CITIES PARTNER COMMUNITIES IN ARIZONA



Town of Clarkdale



ASU Tempe campus



Other Project Cities Partner Communities



The following report summarizes and draws highlights from work and research conducted by students in HDA 514 Creativity & Impact for Change and PAF 509 Public Affairs Capstone for the Fall 2022 partnership between ASU's Project Cities and the Town of Clarkdale.

To access the original student reports, additional materials, and resources, visit:

<https://links.asu.edu/PCClarkdaleArtsIncubator22F>

EXECUTIVE SUMMARY

The arts are vital in enhancing a community's quality of life, economic development, and cultural identity, particularly in rural areas. While the arts can promote local business and attract visitors, local artists face significant barriers to access and participation, including limited resources and funding. While community arts can be limited, small communities in Arizona have adopted the arts as part of their community identity. With successful examples like Bisbee and Sedona, a collective of Clarkdale's artists created **Made In Clarkdale**, an annual art showcase event to celebrate community artists. The annual showcase is a significant draw for tourists from throughout the region. As it gains traction each year, the Town has recognized an opportunity to support its emerging arts community while enhancing its tourism and community culture.

Arts incubators are a growing approach to providing local artists' physical and social infrastructure by providing working space and a community of creatives to allow artists to develop and sell their art. Communities are increasingly recognizing the role that arts incubators can play in economic development, through a robust business model that attracts artists and through tourism.

Graduate students from Johanna Taylor's **HDA 514 Creativity & Impact for Change** course individually explored peer community arts programs, recommended potential operating and funding structures, and identified critical partners for developing a community arts incubator to support local artists. Students identified opportunities to support the arts in Clarkdale, including bolstering Clarkdale's tourism by establishing the Town as an arts education destination by using the Clark Memorial Library as an artist hub for local artists to exchange or check out supplies. There are also opportunities to partner with the local Yavapai Community College to offer intergenerational art programs for Clarkdale's community members.

To devise strategies for developing an arts incubator, graduate students from Daniel Schugurensky's **PAF 509 Public Affairs Capstone** course split into three teams to research peer community arts programs to present best practices and next steps for starting an arts incubator program in Clarkdale. The first group of students explored examples of successful community revitalization through the arts, including models

from Asia, Europe, and the United States. The second group researched small Arizona communities to evaluate the structures of their arts advisory commissions or working groups. The third group assessed the benefits of business incubators, including examples from Arizona cities. From these three topic areas, the students present a path forward for the Town of Clarkdale, including establishing a working group comprised of local artists and community members, mobilizing the Town's Verde Canyon Railroad for art showcases, and potential grants that the Town can apply for to establish a permanent working space for Clarkdale's artists.

The following project summary reports present a systematic approach to supporting Clarkdale's artists and a pathway to establishing an arts incubator. By supporting Clarkdale's artists through facility space, funding, or partnerships with surrounding communities, the Town of Clarkdale can establish itself as a tourism destination while further supporting its economy. The following recommendations provide Town leadership and the Made in Clarkdale artists with opportunities and strategies to cultivate a cohesive arts community.

KEY STUDENT RECOMMENDATIONS

Recommendations for Downtown Revitalization	Read more
Adapt vacant buildings downtown for pop-up artist events or a collaborative facility space for artists.	p.74
Create revitalization landmarks to highlight historical buildings.	p.54
Engage residents in downtown revitalization efforts.	p.57

Recommendations for Establishing an Arts Incubator	Read more
Develop an arts working group to bring together Town leaders and local artists to identify opportunities for supporting the arts in Clarkdale.	p.81
Apply for funding through the Arizona Commission on the Arts to fund arts incubators.	p.85
Utilize vacant spaces in the Town's downtown district for artists. Consider a central location on 1000 Main Street.	pp.26-31
Partner with Yavapai College to develop an arts incubator. Artists from the college can provide mentoring, administrative support, and marketing.	p.82

Recommendations for Supporting Local Artists	Read more
Develop a social media presence for the artist community in Clarkdale.	p. 26
Design an interactive virtual map to identify art-related attractions or historical landmarks.	p. 106
Partner with Clark Memorial Library to offer expanded arts services, including: <ul style="list-style-type: none"> • Designate a small section of the library for art supplies that library patrons can check out. • Allocate a portion of the library's budget to common art supplies and tools, including paintbrushes, sponges, ceramic tools, soldering equipment, easels, etc. 	pp.26-31
Partner with the Deepen Act One AZ Culture Pass Program for the Copper Art Museum to increase tourism to Clarkdale.	p. 34
Coordinate with the Copper Art Museum to offer art classes for tourists at a set price to cover the cost of the art materials and payment for the art educator.	p. 28
Engage with artists from the Yavapai College to offer intergenerational art programs in Clarkdale.	pp.29 & 57
Host art events at the Verde Canyon Railroad to attract tourists.	p. 83
Consider establishing an annual wine and art-focused festival that showcases art throughout the downtown area.	p. 80

TOWN OF CLARKDALE PROJECTS: ALIGNMENT WITH THE UNITED NATIONS'

SUSTAINABLE DEVELOPMENT GOALS

As the leading international framework for sustainable decision-making, the 17 Sustainable Development Goals (SDGs) lay out a path for partnerships toward global peace and prosperity. The SDGs provide a set of goals and metrics for project impact to be measured, offering an illustration of the benefits experienced by the cities, towns, and students who participate in a Project Cities partnership. For details on the SDGs, visit sdgs.un.org/goals.



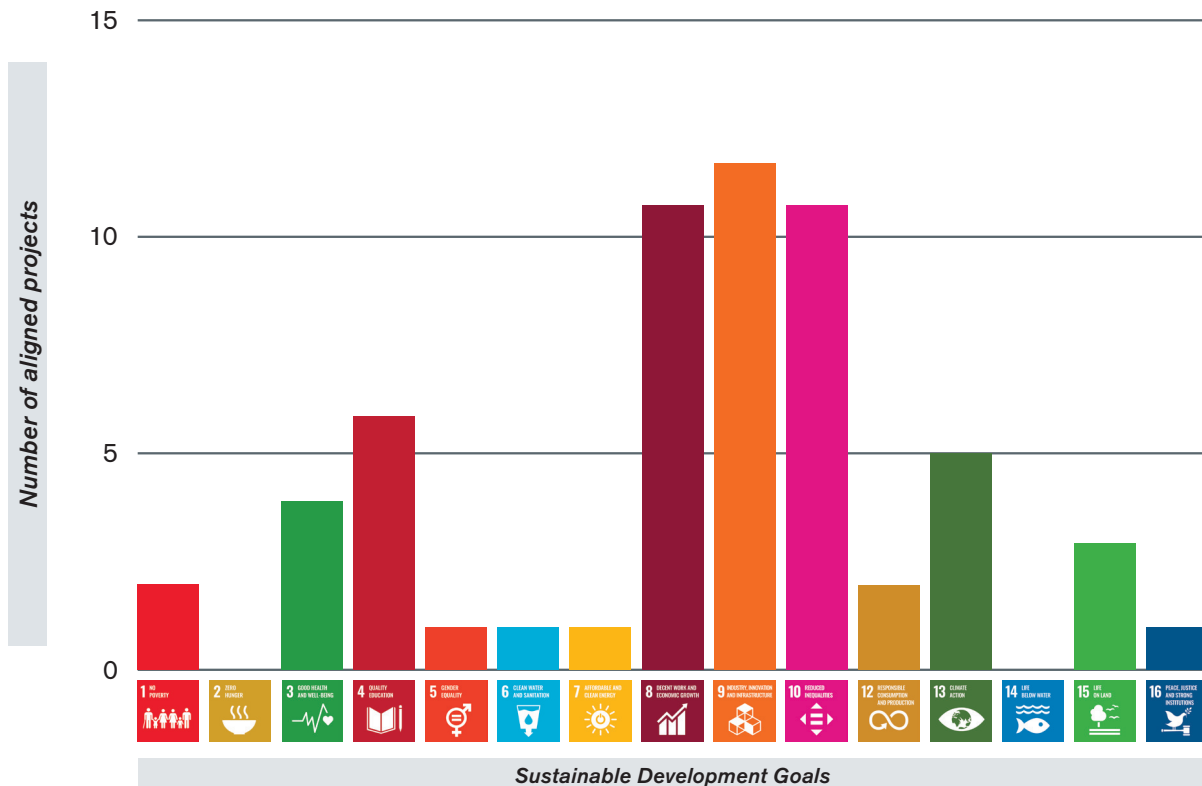
11 SUSTAINABLE CITIES AND COMMUNITIES



17 PARTNERSHIPS FOR THE GOALS

Every project in the PC program aligns with SDGs 11 and 17.

The figure below illustrates SDG project alignment throughout the Town of Clarkdale's partnership with Project Cities, through Fall 2022 semester.



TOP THREE GOALS ADDRESSED IN THE FOLLOWING REPORT

The sustainable Clarkdale projects aim to provide feasible suggestions for the Town to grow as a leader in sustainable development and practices within small- to medium-sized communities. Economic growth, community development, and responsible eco-tourism, are at the core of this project's research and findings. This project contributes to the advancement of several SDGs, including SDG 9, SDG 11, and SDG 17.



Goal 9: Industry, Innovation and Infrastructure

"Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation"

Fostering innovation through a community arts incubator establishes the Town of Clarkdale as a forward-thinking and inclusive community.



Goal 11: Sustainable Cities and Communities

"Make cities and human settlements inclusive, safe, resilient and sustainable"

Prioritizing the local arts community can enable the Town of Clarkdale to create a more inclusive community for its residents and tourists.



Goal 17: Partnerships for the Goals

"Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development"

The Town of Clarkdale can mobilize local arts for sustainable economic development and community well-being by encouraging partnerships and collaboration between local government and the arts community.

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PART 2:

Community Arts Incubator Opportunities:

**EXPLORING OPPORTUNITIES FOR ENHANCING THE COMMUNITY
ARTS EXPERIENCE IN THE TOWN OF CLARKDALE**

**HDA 514:
CREATIVITY AND IMPACT FOR CHANGE**

**HERBERGER INSTITUTE FOR DESIGN AND THE
ARTS**

**FACULTY
JOHANNA TAYLOR**

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Faculty

Johanna Taylor

Students

Tanya Dimitrov

Francesca Leonard

Houyu Pan

Sydney Rassas

Jennifer Strickland

Editors

Lamiya Merchant

Shraddha Bejgam

Alison Almand

Julia Colbert

Anne Reichman

Clarkdale Staff Team

Susan Guthrie

INTRODUCTION

The Town of Clarkdale is home to a flourishing community of artists and creatives. Similar to other Arizona rural towns, like Bisbee, the artist community in Clarkdale has the opportunity to draw in tourism to the Town, and become known as a artist hub. Each year, a collective of Clarkdale artists hosts the **Made In Clarkdale** annual art showcase to feature a variety of mediums, including art, photography, ceramics, jewelry, and more. As the showcase event gains traction, Clarkdale leadership and its artists are interested in opportunities for developing a community arts incubator to provide resources and support for local artists and establish the Town as an arts destination. Students from the ASU Herberger Institute for Design and the Arts explored peer community art incubators programs, recommend potential operating and funding structures, and identified critical partners for the development of a community arts incubator to support local artists.



Figure 1 Made In Clarkdale festival, by Town of Clarkdale

RESEARCH METHODS

Students identified topical areas related to supporting local artists in Clarkdale. Topic areas included how to effectively use digital marketing tools to support local artists, intergenerational arts opportunities, integrating arts and tourism, and opportunities for the Clark Memorial Library as an artist hub. Students recommended potential funding opportunities and partnerships to support the development of an arts incubator.

FINDINGS & ANALYSIS

Digital marketing

Social media content and digital creation are easy ways to support artists in Clarkdale because it expands the number of people exposed

to their art, it helps them develop an online presence for sales, and allows creators to communicate rapidly with the public. Social media allows artists to reach a younger demographic than encourages intergenerational appreciation of arts and creative practice. With a stronger presence on social media, younger people living in Clarkdale can be more exposed to local artists and inclined to participate in the arts.

Recommended Website Creation Platforms		
<i>Website creation platforms</i>	<i>Description</i>	<i>Website</i>
Wix	Free plan option, other plans starting at \$8.50/ mo. with a 14-day free trial. Users must pay a fee in order to sell through the site.	https://www.wix.com/
Squarespace	Aesthetically pleasing templates that are easy to customize and navigate. Plans start at \$12/ mo.	https://www.squarespace.com/
Shopify	Easiest platform to set up online stores where artists can sell directly to customers. Plans start at \$29/ mo	https://www.shopify.com/

Figure 2 Recommended website creation platforms

Clarkdale can set aside a space with wifi for artists to collaborate on workshops at certain time, as well as provide artists with access to this information and allow them to pick the workshop or course best suited for them. The Town can reach out to local schools to gauge interest in participating in an apprenticeship or internship program, and could potentially work with the school to allow students to receive credit. Clarkdale could further assist in the application process of the internship by conducting interviews and pairing students with local artists. To support this new programming, the Town can apply for listed grants to assist with funding these projects or for stipends for interns.

Recommended Social Media Trainings			
Platform	Website	Training Title	Description
Acadium	www.acadium.com/	Social Media Marketing	<ul style="list-style-type: none"> • Basic training on setting up social media accounts and how to utilize them for maximum benefit including Facebook, Twitter, Instagram, Google, Yelp, and LinkedIn • Cost: Free • Best for building a portfolio of new skills on a variety of platforms
Hootsuite	www.signup.hootsuite.com/	Social Marketing Training	<ul style="list-style-type: none"> • Offers a certification and workshop • Cost: \$199 • Best for optimizing the basics of social media strategy and engagement, as well as growing following
LinkedIn Learning	www.linkedin.com/learning	Social Media Specialization	<ul style="list-style-type: none"> • Concise information in video format • Cost: Free • Best for an efficient intro that's easy to follow and digest, highlights selling on social media
Northwestern University	www.northwestern.edu/	Social Media Specialization	Offers more professional social media training, opportunity to receive certification
eMarketing Institute	https://www.emarketinginstitute.org/	Social Media Marketing Fundamentals	

Figure 3 Recommended social media trainings

Instagram

Instagram can be used to post videos, pictures, and stories unlike other platforms that only allow video, such as Youtube and Tik Tok. Clarkdale already has a small presence through its website, so there is likely an initial network already available to build support of Clarkdale artists. Clarkdale can link Facebook to Instagram accounts to promote artists and can create social media pages at no cost to the user. The Town can link its websites in extra space and tag others artists accounts, especially during the Made In Clarkdale event to show support for local artists.

Intergenerational art

According to the General Social Survey sponsored by the National Endowment for the Arts (2012), socializing with friends and family is a top reason why Americans attend arts events. Increasing the interest of people of all ages in art to increase participation of Clarkdale residents in art activities will both benefit its artistic development and tourism. With the arts community, there are four artist groups to consider, including younger artists, younger non-artists, older artists, older non-artists.

<i>Group 1: Younger artists</i>	<i>Group 2: Younger non-artists</i>	<i>Group 3: Older artists</i>	<i>Group 4: Older non-artists</i>
Younger artists already have experience in producing, performing and teaching art, but lacking resources such as funding, space, etc.	Younger people with no experience in production, performing arts	Artists who are older and have experience in producing performance art, but may not use some modern technology to promote and sell their works	Older people who already have some resources such as space, funds, etc., but no experience in art production and performance

These four types of arts community members identified can support each other in different ways when they are involved in art activities. Older artists can use existing resources to help developing young artists or art projects that lack funding or resources. Younger artists and non-artists can help older artists use social media to promote and sell their work. Older artists and non-artists bring unique lived experiences to artmaking, which is transformative lifelong learning.

An intergenerational workshop can provide opportunities for Clarkdale artists to engage with each other. There are three steps in the intergenerational model: learning, creating, and showing. The participation of the older adults and youth can attract more people's interest in the arts and can create artwork together. Intragenerational collaboration will be very beneficial to the establishment of community bonds and to the mental health of residents. Residents of all ages can participate in visual arts, dance, drama, etc. Older adults and youth could perform together during events and art festivals, while visual arts such as painting, jewelry, and photography could be sold at the events. Due to the intergenerational nature of the work, and especially if this is highlighted to attendees, interest in art activities and the art pieces themselves will likely increase.

Developing an intergenerational arts program is also an opportunity to establish art incubator in Clarkdale. First, the Town can promote participation among local residents and tourists in art programs. Second, the Intergenerational Workshop Program may promote art sales among locals and tourists. Third, older adults and young people working together can help prevent loneliness and build community cohesion. Fourth, older adults can leverage existing resources to help young artists develop their careers.

Recommended Intergenerational art programs		
<i>Program</i>	<i>Description</i>	<i>Website</i>
Circle of Aunts and Uncles	In Philadelphia, retired “Aunts and Uncles” are funding entrepreneurs.	https://nextcity.org/urbanist-news/in-philly-these-retired-aunts-and-uncles-fund-young-entrepreneurs
Katonah Museum of Art	The Katonah Museum of Art in New York encourages collaborations across generations to strengthen community ties and support youth in school.	https://www.arts.gov/stories/blog/2015/parents-children-learning-together-through-arts
North London Cares	North London Cares brings older and younger people together – to share time, laughter, new experiences and friendship – so that everyone can feel part of our changing city, rather than left behind by it.	https://northlondoncares.org.uk/about-us

Figure 4 Intergenerational art programs

Arts education and tourism

The Town of Clarkdale can develop its arts incubator through a combination of education, community, and the arts. By partnering with the Copper Art Museum, which already services as a hub for tourism in Clarkdale and is the number one tourist activity in Clarkdale, the Town of Clarkdale can leverage its local community to promote an arts incubator. Copper is the reason the Town exists, as it was founded to support the United Verde Copper Company. In support of the Town and local arts community, the museum could provide temporary space for Made In Clarkdale artists to host art classes and workshops for tourists. This would leverage community space while also promoting the museum. A partnership between the copper museum and the made in clarkdale artists would be beneficial in establishing Clarkdale as an arts destination.

As of October 2022, the December 2022 Made In Clarkdale Arts Festival had 24 artists who registered in advance to be a part of the event. In future years of the festival, various art classes could be offered leading up to the event as selected artists host locals and tourists for art classes across several arts modalities. These classes would be set at a price to cover the cost of the art materials as well as a percentage to cover the artist teaching time as an opportunity for additional income. If proven successful, these classes could continue throughout the year and take place for one to two hours on the weekends as well as annual holiday classes to encourage repeat visits to Clarkdale. Occasionally, the museum can contract a well-known outside artist to enrich the offerings as well as offer Made In Clarkdale artists a professional development opportunity. The Yavapai Community College is another local resource for hosting classes as there are professors qualified to teach college-level classes to expand course offerings to professional artists.



Figure 5 Cathedral Rock in Sedona, by Terrydarc via Wikimedia Commons

There are several organizations around the country that have put similar incubator programs in motion and are successful and self-sustaining. Several artists in Sedona have begun teaching tourists through Airbnb experiences. There are stonework, watercolor painting and jewelry craft classes offered for those staying in Sedona. The Town of Jackson, Wyoming has a website for the classes offered by their large pool of local artists, some of these are outdoors teaching *plein air painting* and drawing, while others are in a studio working with still life and landscape subjects. They have also established a "Quick Drawing Competition" in the Town Square where all the involved artists have a limited amount of time to complete their work that is then auctioned off at the end to the spectators to raise money for local causes. The competitive nature of this event is a crowd favorite. The Jackson Center for the Arts also offers community involvement flash mobs for the local art fair or farmers market and hosts dancers in residence who then offer masters classes.



Figure 6a Quick Drawing Competition held at town square, by Kathryn Zeisig via Jhnewsandguide.com

Figure 6b Jackson Hole Centre, by Paul Warchol via Archdaily

The Delaware Art Museum has been hosting classes since 1943, proving an important part of the arts community in the state. Recent trends show that while fine art participation has been declining public museums have maintained steady attendance rates, which is why museums often meaningful and effective places to foster communal art while bringing up the next generation of creators. The Town of Clarkdale can promote its own museum through social media, Arizona highways magazine and TV show, travel magazines, Airbnb experiences, and hard copy advertising in local establishments around Clarkdale.



Figure 7 Delaware Art Museum, by Delart via Wikimedia Commons

The Town of Clarkdale can use existing community resources and partner with local artists to develop Clarkdale as an arts destination. The increase in tourism from both locals and visitors taking classes, attending workshops, and participating in festivals would have a positive impact on the local economy. There are numerous pathways for the establishment and growth of the arts incubator. An important key to success would be

initial support and oversight of the program from the Town, which should remain open to new ideas and avenues for the program to evolve over time in response to feedback from the arts community.

Clark Memorial Library as an artist hub

The Clark Memorial Library can become an artist hub by scaling up the existing art sales presence at the library. The library is already a micro-hub of arts-commerce, with regular art shows and opportunities for the public to purchase art on display. In addition to the current space allocated to the display and sale of art, new technologies can streamline the purchasing of art objects. The use of a QR codes for each piece could expedite the process for customers and increase sales for artists. Jenny Emminger, a co-founder of Made In Clarkdale and library volunteer may be well positioned within the community to scale up this effort, especially if a small budget could be allocated towards this effort. Key partners for this can include Made In Clarkdale, Jenny Emminger, and Library staff.

Additionally, the Town may consider designating a small section of the library (closet, cabinet, etc.) to art supplies that can be checked out by patrons. This could be facilitated by allocating a portion of the library's book budget to common art-making supplies and tools. This could include paintbrushes, sponges, ceramic tools, soldering equipment, easels, etc. These tools could be checked out like books and returned in a given period of time. If there is significant space or budget that could be allocated to this project, larger equipment such as a printing press, 3-D printer, ceramics kiln, etc. could be procured perhaps through grant funds. Library staff can search for opportunities through the Arizona Commission on the Arts, as well as other resource websites that may provide grants to artists or the development of arts communities. These opportunities could be printed and placed in a prominent place on a weekly basis as well as added to the library website.



Figure 8a, 8b, and 8c Little Free Libraries on a Shoestring Budget, by littlefreelibrary.org

The Town can also use the Act One AZ Culture Pass Program to draw in new library patrons, artist enthusiasts, and visitors. The Culture Pass program allows library cardholders to check out a pass for free admission for two to museums, theaters, and cultural sites. As Clark Memorial Library started to offer the AZ Culture Pass program in summer of 2022, advertising the program more widely can help to increase tourism to Clarkdale and make it a destination for artists.



Figure 9 Culture pass, by 12News.com

Artist resources for Clarkdale Memorial Library as artist hub		
Program	Description	Website
Arizona Commission on the Arts	Database for call for artists, call for public art, and grants & funding.	https://azarts.gov/opportunities/arts-opportunities/
Artists Communities	Database for residency programs for artists.	https://artistcommunities.org/directory/residencies

Figure 10 Artist resources for Clarkdale Memorial Library as artist hub

Recommended funding opportunities for Clarkdale Arts Incubator			
Grant	Description	Website	Notes
AZCA Creative Capacity Grant	Creative Capacity Grants provide general operating support to arts and culture organizations of all sizes, local arts agencies, and arts and culture organizations from Tribal Nations, whose primary mission is to produce, present, teach or serve the arts.	https://azarts.gov/grant/creative-capacity-grant/	The next grant cycle begins January 20, 2023.
AZCA Lifelong Arts Engagement Grant	Lifelong Arts Engagement Grants support projects that foster meaningful arts learning experiences in community settings for adult learners of any age.	https://azarts.gov/grant/lifelong-arts-engagement/	The next grant cycle will open in spring of 2023.
Our Town NEA Grant	Creative placemaking grant focused on local arts support.	https://www.arts.gov/grants/our-town	Check back for 2023 schedule.
AZ Humanities Grant Opportunities	Supports community-based projects to connect Arizonans through cultures and histories.	https://azhumanities.org/grants/grant-%20opportunities/?cn-reloaded=1	Rolling grant cycles.

Figure 11 Recommended funding opportunities for Clarkdale Arts Incubator

Driving tourism

One student in HDA 514 created a preliminary website model platform to promote Clarkdale artists, tourists, and locals in attending Made In Clarkdale. Based on experiences hosting a dance festival in the Phoenix Metro Area for several years, the student drafted a powerful opening statement that could be used on the event website to attract more visitors:

“We live to create memorable experiences. This festival is our world; we put our blood, sweat, and tears into making it uniquely our own. Made In Clarkdale Fest is where we connect; guests come together for an experience unlike anything else. Now is the time to get in on the action and see for yourself what everyone is talking about.”

To view the sample website, visit: Made In Clarkdale Fest (<https://madeinclarkdalefes.wixsite.com/clarkdale>)

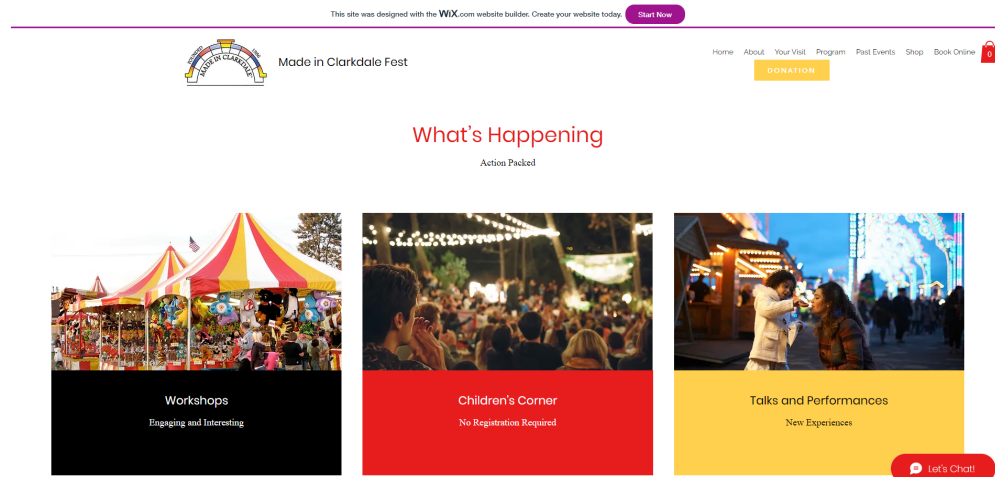


Figure 12 Made In Clarkdale website prototype

This preliminary website model is a platform for promoting Clarkdale artists to tourists and locals alike through an annual festival and ongoing sales opportunities.

CONCLUSION

There are a variety of opportunities for Town of Clarkdale to mobilize to support its arts community. The established Made In Clarkdale event and its collection of dedicated artists pose an opportunity for Clarkdale to support the local arts community through an arts incubator. Grants and other funding opportunities can be leveraged to kick off community arts programming in Clarkdale, while using the Clark Memorial Library and Downtown Clarkdale spaces such as the Arizona Copper Art Museum establish Clarkdale as a destination for culture and creativity.

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Pierce, D. (n.d.). *New Library Design: Spaces that connect, cultivate, and transform communities*. Library Journal. Retrieved October 25, 2022, from <https://www.libraryjournal.com/story/new-library-design-spaces-that-connect-cultivate-and-transform-communities>

To access the original student reports, additional materials, visit:

<https://links.asu.edu/PCClarkdaleArtsIncubator22F>

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PART 3:

Community Arts Incubator: Downtown Revitalization

**LEVERAGING THE ARTS COMMUNITY TO PROMOTE DOWNTOWN
REVITALIZATION EFFORTS**

**PAF 509:
PUBLIC AFFAIRS CAPSTONE**

SCHOOL OF PUBLIC AFFAIRS

**FACULTY
DANIEL SCHUGURENSKY**

ACKNOWLEDGMENTS

Faculty

Daniel Schugurensky

Students

So Hyung Kim

Sam Lee

Taehyung Kim

Editors

Lamiya Merchant

Shraddha Bejgam

Alison Almand

Julia Colbert

Anne Reichman

Clarkdale Staff Team

Susan Guthrie

INTRODUCTION

Historically, towns and cities have gone through cycles of growth and decline. Since the Industrial Revolution, many cities have grown on a scale that was unimaginable before. City growth became a source of abundance, creativity, and development, but it also caused significant problems like traffic congestion, poverty, pollution, alienation, and social conflicts. The development of new cities and the emergence of suburban "bedroom communities" which appeared to address some of these challenges, ended up expanding the city and accelerated the decline of the historic downtowns. In this context, the opportunity to revitalize older, deteriorated downtown areas has emerged as a policy priority for many local governments.

Many countries that have experienced rapid industrialization and urbanization have undergone trial and error while trying to redevelop neglected areas in cities. One of these efforts is **urban revitalization**, a way of preserving existing communities and utilizing their potential to revive decaying areas. The movement for urban revitalization experienced some the turbulence of the 1960s and 1970s. In those decades, bottom-up revitalization based on the local community was emphasized rather than the top-down development led by the central government. In addition, revitalization initiatives have been debated in the context of various social, economic, and political issues, including race, poverty, environment, gentrification, and transportation.

Urban revitalization in small towns has different possibilities and limitations than in large cities. A bottom-up approach based on the needs of local communities is more feasible in a small town, where people know each other and share many common interests. However, it is often more difficult to mobilize financial resources, political capital, and technical expertise, as these resources tend to be more concentrated in larger cities.

With these issues in mind, students examined several successful urban revitalization projects by nine cities and towns in different jurisdictions worldwide. After reviewing those practices, students identified a few common principles, discussed some lessons learned, and proposed recommendations to be considered by the Town of Clarkdale.

LITERATURE REVIEW

Geddes (1915) viewed the city as creating, growing, and decaying like an organism. According to Geddes (1915) and Mumford (1961), if urban growth and decline are inevitable, urban revitalization is a process of responding to urban decline by engaging and facilitating the physical, economic, social, cultural, and environmental dimensions of a declining city. In addition, urban revitalization is the renewal of commercial, residential, and open spaces that show signs of social, environmental, and economic decline (Evans & Shaw, 2004).

In several urban revitalization projects in the United States, local governments have played a key role by establishing community-oriented partnerships based on resident participation, such as Public-Private Partnerships (PPP), Business Improvement Districts (BID), and Main Street Programs. The Main Street programs are particularly relevant to Clarkdale's downtown revitalization. They consist of comprehensive projects of local community preservation premised on extensive participation from residents and local communities (Robertson, 2004).

Editor's Note

In the Fall 2019 and Spring 2020 semesters, ASU students from the School of Geographical Sciences and Urban Planning and School of Public Affairs collaborated to research strategies for Clarkdale's downtown revitalization, including place-based branding and encouraging tourism.

Link: <http://links.asu.edu/PCClarkdaleDowntownRevitalization19-20>

Similarly, there have been many cases of urban revitalization using cultural activities. Several large cities and towns have tried to brand themselves as cultural centers (Evans, 2003; Hammett & Shoal, 2003). Specifically, urban revitalization can lead regional development by linking cultural and artistic activities while protecting the historical and sociocultural values of the area (Attoe & Logan, 1989). In this context, Chapin (2004) studied plans to use public sports facilities as new catalysts for urban development, including Camden Yards in Baltimore, Maryland and Gateway in Cleveland. Also, Grodach (2008) studied the techniques of large-scale museums and art centers in Los Angeles as factors that revitalize the city and become the base of urban growth.



Figure 1 Camden Yards and Gateway by Flickr

People often think of downtown revitalization as being limited to megacities. However, downtown revitalization in small towns is equally important, as it fosters diverse, strong, and cohesive communities across the nation. Additionally, small downtown areas provide a distinct sense of place due to the familiar and profound experiences of many residents that other downtowns do not have (Robertson, 2006). Considering this, D'Aoust (2016) analyzed the cases of downtown revitalization in two small towns located in Ontario, Canada: Carleton Place (population 9,510) and Perth (population 5,810). Through the case analysis, the author first recommended confirming the unified town identity and downtown vision for downtown revitalization. Moreover, the author mentioned that community identity is desirable to focus on in the official and community strategic plans. D'Aoust (2016) also recommended developing and implementing a specific plan related to the Heritage Conservation District to revitalize small towns as different from large cities. Finally, since downtown must be reborn as a suitable place to live, work, eat, shop and visit, cooperation with all related community organizations is an essential factor for the success of small-town downtown revitalization (D'Aoust, 2016).

RESEARCH METHODS

Amid various changes such as rapid urbanization, globalization, and demographic transformation, some towns face threats to their survival. Common challenges are population decline, stagnation, crime, and high municipal staff turnover. Towns and cities need to revitalize their downtown areas through projects linked to cultural and artistic activities, creating a virtuous cycle for improving the local economy through development projects, rebuilding urban infrastructure, and attracting tourists through performances and art exhibits.

However, while some towns have succeeded, others have encountered considerable challenges. Students analyzed nine cases focusing on three criteria:



population size



cultural activities



historical legacies

The nine cities have different characteristics, as they are located on three continents: Asia, Europe, and America. The cities also have different historical legacies, such as agriculture, mining, and manufacturing. At the same time, they have in common the implementation of practices that promote their historical and cultural heritage through public-private partnerships.

FINDINGS & ANALYSIS

Asia

Hansan Town, Korea

Hansan is a typical small rural town. Its population is 2,458, and most residents are engaged in agricultural activities. The Town is famous for the ramie cloth and the traditional local liquor called *Sogokju*. However, it is currently experiencing a double crisis of population aging and population decline. In 2019, Hansan created a "Life Skills School" to address this issue, which attracted many young people from urban areas (Seong et al., 2021). This school is a start-up with the theme of

"traditional culture" in which youth from urban areas live in the center of Hansan and create and operate idle spaces as new community spaces. The young people of the "Life Skills School" converted a vacant inn into a unique hotel, "Community Hotel H." They transformed a former printing house into a photo studio and an empty warehouse into an animal shelter. They are also helping to increase residents' income by rebranding their traditional liquor.



Figure 2 Hansan Traditional Wine Sogokju, by Korea.net

Lessons

The Hansan case shows the importance of attracting young people with new ideas and community activities, especially in communities with a large population of older adults. In addition, a success factor in the revitalization of Hansan was the collaboration and trust created between young people and older adults as well as trust between permanent residents, newcomers, and tourists. The Town played a key role in developing these relationships by involving residents in planning different activities, like the Hansan Ramie Cloth Festival in 2017. The revitalization was also facilitated by residents accepting young people from urban areas with an open mind.

Gamcheon Art Town, Busan City, Korea

Gamcheon, located in Busan Metropolitan City, is a landmark of the original downtown area of Busan. Due to the rapid population decline, in 2007, the government developed a plan to revitalize the region.



Figure 3 Gamcheon Art Town by Wikipedia

In 2009, residents applied for a national art town project contest and received funding to install ten spatial sculptures by local artists. In 2013, the Busan City Council passed the “Ordinance on the Facilitating and Support of Gamcheon Town,” providing an institutional basis to support Gamcheon Art Town actively. The ordinance supports regional development-type festivals, free rental of public property and housing for resident artists, and workspace renovation. The local government selected resident artists in Gamcheon Art Town. It provided the benefits of renting the facility free of charge to resident artists while stipulating that they must use their studio for at least 15 days a month and operate an experience program for visitors to the Art Town.



Figure 4 Gamcheon Art Town Public Artwork

Lessons

The key success reason for the revitalization of Gamcheon Art Town, which attracts more than two million tourists annually, is a comprehensive cooperative strategy based on participation (Lee & Kim, 2014). From

the planning stage, local government, artists, and residents participated widely. Furthermore, many public art projects involved local residents, and public institutions provided support in architecture, civil engineering, environment, and sanitation.

Nagahama City, Shiga Prefecture, Japan

Nagahama City (Shiga Prefecture) is a planned city established in the 16th century. Until the 1970s, the City's population grew to about 50,000 due to its advantageous location (Kimura, 2010). However, in the 1970s, the downtown faced a crisis with Japan's rapid urbanization and large shopping malls constructed in Nagahama suburban areas. About 600 out of 700 shops were closed in the central shopping district, and the downtown population decreased from 17,000 in 1970 to 12,000 in 1985.

The old Kurokabe Bank, a historic building in central Nagahama, faced a demolition threat. Then, Kurokabe Inc., a private-public foundation, purchased the building and other vacant stores. Next, they converted those vacant buildings and warehouses into glass handicraft shops, experience spaces, and museums that were transformed into Kurokabe Square with 30 Kurokabe stores (Shin, 2006; Kimura, 2010). This initiative helped to revitalize the history, art, and culture of Nagahama.



Figure 5 Old Kurokabe Bank Building, by Wikimedia Commons

The central government significantly revitalized Nagahama's Main Street. In 2006, the Town Center Revitalization Reform Act allowed the central government to review and support the cost of local downtown revitalization projects. As a result of these efforts, almost two million tourists visit Kurokabe Square annually (OECD, 2018).

Lessons

Nagahama City is a successful case of utilizing local assets through public-private cooperation. Three main lessons can be drawn from this case. The first is active community participation. Indeed, the revitalization of Downtown Nagahama started with the movement of residents to revive the downtown shopping district and its historical traditions. The second lesson is the importance of highlighting local historical and cultural assets. Nagahama chose glass handicrafts as a new business item along with traditional heritage, such as Nagahama Castle and the old Kurokabe Bank. The third lesson is the continuous support from governments and experts. The City utilized advice from experts in marketing and architecture, and the central government's financial and legal support structures facilitated the project's success.

Europe

Hay-on-Wye, Wales, United Kingdom

Located on the border of Wales and England, Hay-on-Wye is a small town of 2,000 people that is famous for secondhand books (Hay-on-Wye Town Council, 2022). Since the 11th century, this small town had prospered mainly from the nearby Big Pit coal mine. With the mine closing in the 1950s, many people left the town. The revitalization of Hay-on-Wye started in the 1960s, with secondhand books at the center of the process.

In 1961, Richard Booth, a local of the town, bought an old fire station building and opened a bookstore. He also bought the castle, theatre, warehouse, and empty buildings and converted them into used bookstores. As used books from mainly Europe and the United States gathered, the abandoned mining town became a hot spot for tourists seeking used books. Today, about 30 secondhand bookstores, including the 12th century Hay castle, sell one million books yearly in Hay-on-Wye.



Figure 6 Hay Castle Bookshop, by Wikimedia Commons

Lessons

Hay-on-Wye discovered bookstores and antique shops as a new theme and promoted a program for local culture. Hay-on-Wye's revitalization did not depend on sizeable private capital or local government support. Unique local resources such as used bookstores and traditional heritages were a stepping stone to success, which was also assisted by sponsorships from public institutions and companies. The next step in the project was the development of public-private partnerships. Currently, the government is building a cooperative system with the residents through indirect support such as financial and tax benefits.

Essen, Germany

The Ruhr industrial area in Essen, Germany, was a famous coal mining area. However, with the decline of the coal mining industry, the mine closed in the 1980s and was left unattended for ten years. The German government promoted a project to restore the river basin and culturally revive the vacant facilities acknowledging local history. The result was Zollverein, a cultural and artistic complex with a museum, a theater, a convention center, and a design school. In addition, world-class architects participated and added new areas and functions to preserve existing facilities.

A key player in this effort was the famous sculptor Ulrich Ruckriem, who began a conservation movement to revive the industrial heritage

and create a cultural space in the coal mine. At the same time, the local government established a foundation for active conservation and revitalization. This led to the Metropolitan Architects Office establishing an eight-year master plan with heritage experts and conservationists. This plan was organized into three phases. First, create business, educational, and artistic spaces centered on historic buildings. Next, clearly define the area to be preserved. Finally, strengthen the design, art, and performance characteristics of the coking plant and vertical shaft and plan to erect a central symbolic building.

Other famous architects such as Ram Koolhaas, Norman Foster, and Kazuo Sejima participated in the first phase of the infrastructure construction plan in 2010. The mine's tunnel building became the Ruhr Museum. The boiler room is the Red Dot Design Museum, a famous collection of Red Dot awarded designs and objects from around the world that impact our everyday lives. Moreover, the storage where coal was processed is a scuba diving pool or ice rink, and the passage has been transformed into a path for visitors.



Figure 7 Zollverein Coal Mine Industrial Complex in Essen

Lessons

Zollverein transformed an abandoned industrial facility into an exhibition and cultural space with local characteristics and history through a master plan. As a result, about 200,000 people visit the Ruhr Museum every year. The museum has been considered one of the best event venues in Germany since 2009, when it won the CONGA Award, called "the Oscars" in the German event industry. All this activity led to the creation of approximately 1,300 jobs in 2016 (Prognos AG, 2017).

Bilbao, Spain

Bilbao is a port city in Basque County, located in northern Spain and the capital of the province of Bizkaia. When Bilbao's steel and shipbuilding industries slumped in the 1970s, high unemployment and people outflow devastated its urban structure. (Areso, 2007). However, Bilbao built the Guggenheim Museum as a new cultural and economic space, and it is being mentioned as a successful case of regional regeneration (Giovannini, 1997; Jenck, C., 1997).

Metropoli-30 and Ria 2000, which led to a public-private partnership, were key institutions for Bilbao's revitalization. Metropoli-30 coordinated ideas about urban revitalization strategies among the Basque region's public corporations, companies, and universities. While Metropoli-30 acted as a control tower to establish the vision of Bilbao and coordinate the public and private sectors, Ria 2000 implemented the plan, which turned land owned by the public sector into a civic space. For example, they developed the land into hotels and housing complexes, sold it to the private sector, and used the profits to build parks, civic playgrounds, and bridges.

The Guggenheim Museum was another key player. Established by the local government and the Solomon Guggenheim Foundation, it quickly became the cultural anchor of the revitalization project. The Basque government financed the operation through political and cultural support. At the same time, the Foundation donated art collections to support the exhibition program and the provision of a world-class museum operation and management. Bilbao, a former industrial city in decay, is now a tourist destination that attracts one million people annually.

Lessons

Two main lessons can be drawn from this case. First, Bilbao smoothly operated the public-private cooperation. They used private institutions such as Metro 30 and Ria 2000 to revitalize the devastated urban area. Second, Plaza (2007) evaluated Bilbao's museum-centered culture and tourist industry as a model that has led to regional development and revitalization. In short, Bilbao promoted regional development centered on the local culture, including gastronomy, and the tour industry. The decision to host the Guggenheim Museum played a key role in the project. The success story of Bilbao gave birth to the term "Bilbao Effect" or "Guggenheim Effect."

United States of America

Prescott, Arizona, United States

The City of Prescott has a population of 45,827 and is located in North Central Arizona, about 40 miles from Clarkdale. Prescott was initially founded as a town for gold and silver mining pioneers. These activities generated conflicts between settlers and Native American Tribes (City of Prescott, n.d.). Currently, the City has the largest population of any municipality in Yavapai County.



Figure 8 Arts Prescott Cooperative Gallery, by Arts Prescott Cooperative Gallery

Prescott has unique resources, such as Victorian-style homes and historical spaces like Whiskey Row. It is also a dynamic city that hosts various annual events like the Film Festival, the Folk Arts Fair, and the Acker Music Festival. In 1994, a group of artists founded the Arts Prescott Cooperative Gallery on historic Whiskey Row on the Downtown Square. Today, about 30 local artists still own and operate the gallery. For almost 30 years, member artists have run the gallery daily, offered demonstrations, and showcased guest artists monthly. Artists specializing in different fields, from jewelry, wood, fine arts, and pastel to glass, ceramic, and fiber art, share the same place and work together.



Figure 9 Arts Prescott Cooperative Gallery, by Arts Prescott Cooperative Gallery

Lessons

The annual festivals attract many tourists to Prescott, and the Art gallery has intensive cooperation with nearby cities and colleges. Through this partnership, visitors can appreciate a variety of artwork in one single place and have the opportunity to purchase them on-site. The gallery exhibits not only the work of local artists but also the work of artists from Verde Valley and Yavapai County. The Gallery's website showcases the work of all its members.

Bisbee, Arizona, United States

Bisbee is a small city in Cochise County, southeastern Arizona. It has 4,923 residents, a population similar to the size of Clarkdale, and was also established as a mining town. In the 1960s, the Hutchisons purchased the Copper Queen Hotel from the Phelps-Dodge Mining Company and renovated it. They also purchased and converted other downtown buildings and started a brewery. They rebranded Bisbee as a destination of the "authentic," old Southwest.

Bisbee has fascinating exhibits like historic mines and museums. The City's history is the history of the Wild West, and attractions such as the Old Bisbee Ghost Tour offers tourists a unique experience while telling the story of Bisbee's past. Bisbee is attracting many visitors by preserving the city's history and turning it into tourism through storytelling (Discoverbisbee, n.d.).

Lessons

Bisbee succeeded in establishing a new brand and combined private resources properly. From the 1970s to the 1990s, when the City's decline began, the Hutchisons branded Bisbee as an "authentic" destination in the old Southwest by renovating old buildings to provide amenities.

Another factor explaining the success was the City's proactive initiatives to attract tourists. For instance, the Bisbee Visitor Center provides various items for tourists to see, stay and enjoy in a user-friendly environment. The Official Visitor Guidebook offers visitors an overview of Bisbee and places to visit. Moreover, the website is easy to navigate and presents information in eight categories: Attractions, Shops, Galleries, Dining, Stay, Upcoming Events, and Annual Events.



Figure 10 Bisbee Visitor Center Homepage, by discoverbisbee.com

Euclid, Ohio, United States

The City of Euclid, located near the south shore of Lake Erie, Ohio, is a small manufacturing city with a population of 49,000 (City of Euclid, 2022). The City is part of the Black Rust Belt, as manufacturing has declined and its economy has been hit hard by COVID-19.

Euclid is promoting urban revitalization through the RECAST Small Business Program, which promotes inclusive economic revitalization by supporting small local manufacturing businesses on Main Street (City of Euclid, 2022; Preuss, 2022). Black, Latino, and Asian business owners, who often have limited capital and access to credit, have been hit harder by the pandemic. Supporting their small-scale companies can contribute to building an inclusive business ecosystem and revitalizing downtown. In cooperation with Recast City LLC, a private company, in 2021, the program selected six owners through the Recast Small Business Competition. The program unfolded rent subsidy, store renovation, and various marketing supports through a partnership with property owners and a public fund of \$165,000.

Lessons

Despite the negative impacts of COVID-19, Euclid's income tax revenue has increased in recent years (City of Euclid, 2022). While efforts to revive downtown are still in progress, Euclid provides a key takeaway for urban revitalization: leadership. Visionary leadership effectively reconciles various interests into a viable project with a budget (Preuss, 2022). Therefore, leadership decisions to support business efforts by residents from minority populations can maximize both inclusion efforts and overall success of downtown revitalization programs. Leadership also helped to facilitate meaningful collaboration between experts and small business owners to support them with professional knowledge

based on needs.

RECOMMENDATIONS

From the nine cases discussed in this report, students propose four principles for Clarkdale's downtown revitalization; acknowledge traditional heritages, build public infrastructure, facilitate cooperative partnerships, and direct with visionary leadership. This report suggests six action programs for the Town of Clarkdale based on these four principles. This strategy could assist the Town of Clarkdale in finding unique ways to engage residents, artists, and tourists.



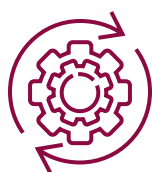
Acknowledge traditional heritages

- 1) Promote an art festival for painting, jewelry, and pottery
- 2) Make a new Verde Valley train tour program with winery and art activities

Themed art events like those found in Hay-on-Wye are an essential driving force for urban revitalization. Clarkdale could promote an art festival focusing on painting/drawing, jewelry, and pottery/ceramics. Combining Clarkdale's traditions, such as the winery and the train depot, could have synergistic effects. Inspired by the rebranding of the traditional liquor of Hansan Town, the Verde Valley train tour program could be combined with winery tours and artistic experiences for tourists such as a "wine and painting" event on the train.

Recommendations and survey results on heritage	
Recommendations	<p>1-(1) Rebrand Clarkdale's traditional wines and old train facilities for tourism</p> <p>3-(1) Create revitalization landmarks highlighting historical buildings</p> <p>3-(2) Promote businesses that build on local traditions</p> <p>4. Find and utilize unique cultural resources for revitalization</p> <p>5-(2) Create exhibitions and cultural spaces with local characteristics and history</p> <p>8-(1) Revive history as a branding opportunities for tourism</p> <p>8-(2) Provide user-friendly visitor guides from the perspective of tourists</p>
Survey Comments	<p>"Themed art events to match local events." (Q15)</p> <p>"Creating some sort of river amphitheater. Attract concerts and other venues. The concerts in the park were really well-received. We need a better venue." (Q15)</p> <p>"Allow us to have a booth at town functions such as Clarktoberfest and at other town functions" (Q15)</p> <p>"More art shows" (Q16)</p>

Figure 11 Recommendations and survey results on heritage



Build public infrastructure as landmarks

- 1) Convert Copper Museum into an art museum and exhibition Hall
- 2) Establish a digital trading hub for art crafts

Residents need facilities such as museums and places to create and exhibit art. Kurokabe Square and the Guggenheim Museum are inspiring examples of this. The Town of Clarkdale could utilize the existing Copper Art Museum as an art museum with an exhibition hall and establish a digital trading hub for art crafts. Clarkdale could consider building public infrastructure as landmarks to accelerate the revitalization project and attract tourists and businesses.

Recommendations and survey results on infrastructure	
Recommendations	<p>1-(3) Creatively and strategically use vacant facilities in the downtown area</p> <p>5-(1) Establish a comprehensive master plan to systematically revitalize downtown</p> <p>6-(2) Create or utilize a building or space that becomes a landmark in downtown</p> <p>7-(2) Create a space in downtown where local artists can collaborate</p>
Survey Comments	<p>(Q15)</p> <p>“A makers space that is available to town citizens so our artists can make, mentor, and hang out.”</p> <p>“A communal facility that was not only house resale but could hold public talks and workshops.”</p> <p>“Using the building across from the copper museum as a permanent Verde Valley Art Museum.”</p> <p>“The best way to promote it is to show it, so more opportunities to display and sell art would be beneficial, and then add the venues to Clarkdale town information.”</p> <p>“I loved the idea of a maker-space.”</p> <p>“Our community has been in dire need of focus on our infrastructure- roads, historical buildings, both of which are falling apart and have been for decades without any funding allocated” (Q16)</p> <p>“Promotion in Arizona Highway Magazine and other similar venues that highlight the diversity of Clarkdale artists”(Q18)</p> <p>“More outside sculpture, maybe installations lining Main St.”</p>

Figure 12 Recommendations and survey results on infrastructure

Facilitate cooperative and open participation



- 1) Transform Made In Clarkdale into an open platform with young artists and residents

Cooperation from residents and artists can help to activate urban revitalization in Clarkdale. Active participation of residents, artists, and other stakeholders in art training and cooperative galleries can contribute to revitalizing Clarkdale's downtown. The Town may help Made In Clarkdale to include younger artists and residents to ensure sustainability in the long term.

Recommendations and survey results on heritage	
Recommendations	<p>1-(2) Engage youth in revitalization efforts such as Yavapai Community College students.</p> <p>2-(1) Engage residents in the art town revitalization project</p> <p>3-(3) Collaborate across levels of government</p> <p>3-(4) Involve experts as advisors</p> <p>3-(5) Engage residents in the process from the beginning</p> <p>5-(3) Invite famous artists and architects to participate in the process</p> <p>6-(1) Enhance public-private Town Council and Made In Clarkdale members</p> <p>7-(1) Organize annual festivals in addition to Made In Clarkdale</p> <p>7-(3) Collaborate with artists from neighboring cities</p>
Survey Comments	<p>(Q15)</p> <p>“Partnerships with other local arts events, use synergy”</p> <p>“Cooperative Gallery.”</p> <p>(Q16)</p> <p>“Co-op or gallery.”</p>

Figure 13 Recommendations and survey results on cooperation



Directing with visionary and effective leadership

- 1) Share a vision for revitalization with artists, residents, businesses, and communities

The Town of Clarkdale could effectively reconcile the various interests of residents, building owners, local merchants, artists, and tourists in its revitalization efforts. The Town administration could share its vision for urban revitalization with residents and stakeholders and obtain valuable feedback. This could help the Town set priorities among different policy agendas and develop strategies related to revenue sources (e.g., grants and donations), networking, legal support, and project implementation.

Recommendations and survey results on infrastructure	
Recommendations	2-(2) Provide incentives for artists and encourage them to participate in local events. 9-(1) Visionary leadership to design and implement the project 9-(2) Prioritize approaches for efficient revitalization

Figure 14 Recommendations and survey results on infrastructure

CONCLUSION

From the research and findings shared, cities and towns are essential spaces for human survival and development. Specifically, urban revitalization is important to the present and future of towns and cities, as exemplified by domestic and foreign examples. Small towns typically have fewer resources than large cities, and so urban revitalization can be a challenge directly related to the success of smaller communities. This report summarized efforts, initiatives, and programs undertaken by nine cities from three continents. Many of these initiatives involved artists and art projects. The students hope that the lessons from these cases can assist Clarkdale in its efforts to revitalize downtown.

The analysis considered three dimensions in selecting the nine cases: population size, cultural linkage programs, and historical legacies. A common feature is that they reinterpreted and actively utilized their traditional heritages, including art and industry. Second, several of

these cities built key public infrastructures that became landmarks for revitalization. Third, resources such as knowledge and financial assets were maximized through systematic cooperation with residents, experts, neighboring cities, artists, and governments. Finally, visionary and effective leadership must reconcile different interests and implement them.

From the lessons of international case studies, the students formulated several recommendations organized around four principles:

1. Acknowledgment of traditional heritages
2. Building public infrastructure
3. Cooperative partnerships
4. Direction with visionary leadership

These recommendations consider both short- and long-term revitalization timelines. The stories of these nine cases can inspire the leaders and residents of Clarkdale and provide them with meaningful and insightful navigation tools for mobilizing the arts for downtown revitalization.

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To access the original student materials, visit:

<https://links.asu.edu/PCClarkdaleArtsIncubator22F>

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PART 4:

Community Arts Incubator: Best Practices

**DETERMINING GUIDING PRINCIPLES TO SUPPORT AN ARTS
INCUBATOR IN THE TOWN OF CLARKDALE**

**PAF 509:
PUBLIC AFFAIRS CAPSTONE**

SCHOOL OF PUBLIC AFFAIRS

**FACULTY
DANIEL SCHUGURENSKY**

ACKNOWLEDGMENTS

Faculty

Daniel Schugurensky

Students

Kallyn Barkey

Damien Carpenter

Genesis Orozco

Editors

Lamiya Merchant

Shraddha Bejgam

Alison Almand

Julia Colbert

Anne Reichman

Clarkdale Staff Team

Susan Guthrie

INTRODUCTION

The Town of Clarkdale has a rich history of supporting and empowering artists. The local artists’ collective, Made In Clarkdale, has hosted its annual showcase in Clarkdale for 34 years (Made In Clarkdale, 2022). The Town has maintained an annual agreement to use the Clark Memorial Clubhouse with Made In Clarkdale for nine years for a reduced fee. This agreement includes an option to add additional recreation, education, and special events throughout the year upon availability and at the Town’s discretion. The Town charges others to pay over \$1,400 for an 18-hour event, whereas Made In Clarkdale is only charged \$85 for the same use of the clubhouse space they require for their annual showcase.

In addition, the Town supports Made In Clarkdale events by posting event descriptions on its website, social media pages, and weekly and monthly newsletters. This support is also evident in the Town’s Strategic Plan, which seeks to “conduct analysis to develop arts incubator and pop-up shows in downtown” (Town of Clarkdale, n.d.b.).

Goal Area 4	Strategies
Strengthen and diversity our economy through cultivating a business-friendly climate for attraction and strategically capitalize upon tourism.	Support and preserve historic town structures
	Seek ways to grow inclusivity through workshops, forums, and relationship building
	Work to keep the heart of the community and downtown vibrant with economic development activities
	Conduct analysis to develop arts incubator and pop-up shows downtown
	Addition to the history boards, marketing brand, and town communication
	Partner with entities for events and programming surrounding sustainability and art

Figure 1 Town of Clarkdale Strategic Plan, Goal Area 4 and Strategies

Considering these seven areas of the strategic plan and the insights gained from conversations with Town leadership and local artists during the fall 2022 semester, students embarked to explore new ways to increase art revenue and tourism in Clarkdale. Students evaluated examples of downtown art, local arts best practices, and business incubators.

LITERATURE REVIEW

The following sections analyze key research on integrating the arts into rural communities and showcasing the arts in downtown areas. The preliminary literature review portion elaborates on art incubators and helping artists produce and sell their art in Clarkdale.

Community involvement

A recent publication recognized the level of social innovation that can arise from the relationships between local artists, businesses, and the community. When evaluating Clarkdale, Arizona, ensuring that investing in the arts will not produce a "band-aid solution" to greater rural issues is critical. Strom (2020) warns, "arts led projects may provide far too easy a 'solution' to local leaders eager to do something," (p. 490). The article indicates that integrating art into the community could accidentally push out the existing population. For example, while consulting with residents, many expressed concerns about being overwhelmed with tourists, like neighboring Sedona. The biggest takeaway from Strom (2020) is that arts can too easily replace thoughtful development. Arts initiatives should be socially embedded within the community to achieve its goals.

Sustainability

Internationally, researchers collected, studied, and evaluated data produced by hosting community art festivals in a rural town in Japan. These festivals brought in musicians and painting artists. The town planned them in hopes of revitalizing downtown and producing sustainable profits because of the recent economic decline in the area. Qu & Cheer's (2021) research is very relevant to Clarkdale as the town population is comparable/almost identical. This small town in Japan has a population of 4,100 people, and this art integration project witnessed almost 75,000 tourists during the project (Qu & Cheer, 2021). Visitation traffic, tourism spending, and economic increases were prominent during this art festival investment project. However, these outcomes were short-lived, as the visitors did not value the town's history or community. Therefore, the local parks, hotels, and social areas were fairly run-down by the end of the week-long festival (Qu & Cheer, 2021).



Figure 2 Example of community-hosted art festivals in Japan

While the town intended to use art to attract tourists, “not all artists feel any commitment to larger social goals in the places where they produce or disseminate their work” (Strom, 2020, p. 491). Therefore, the town learned a valuable lesson: without proper planning and supported, the event was not successful long-term without local involvement. The town leaders witnessed their rural area crumble from the heavy wear and tear caused by hosting frequent visitors. Locals were devastated by the trash cleanup and recovery required to restore their downtown area. For sustainable outcomes to be optimized, community engagement must be prominent in rural areas, and projects, like art festivals, must be spaced out accordingly (Qu & Cheer, 2021). Investing heavily in art festivals severely strained the town's economic future and only produced a short-term resolution to its economic decline.

Funding

An evaluation of a rural development project in Florida found that the long-term costs associated with arts-based revitalization versus the short-term benefits are a contested issue (Buckman et al., 2019). Arts-based revitalization projects are known to help local artists, but the project must focus on impacting locals rather than “turning a buck.” Buckman et al. (2019) note that “art based revitalization strategies are central to town regeneration which poses hard questions about the proper role of arts as a resolution” (p. 696).

Art-based revitalization benefits the arts and commercial innovation in rural areas (Wojan & Nichols, 2018, p.1). This theory identifies a variety of artistic purposes and finds that if arts serve functional purposes, like fiscal gain, local artist participation may increase. However, if arts are used for marketing, tourism can increase. For Clarkdale, the leaders and locals must recognize that without the support and proper initiatives, art may miss the public connection, produce unsustainable ideas, or cause financial stressors posing a long-lasting effect on the community.

Incubators

Business entrepreneur incubators were originally designed to deliver programs that support entrepreneurial development, particulate during the start-up period (Essig, 2014). Art incubators were developed following the success of these business incubators. Incubators generally offer one or more of these four features: facility workspace, services, training, and or funding (Essig, 2014, p.173). The opportunity to work alongside other entrepreneurs and expand participants' networks is a priceless value of incubator workspaces (Dotta, 2022, p.1). Dotta notes, "...you won't be alone in that space. You'll be surrounded by other entrepreneurs who are also working hard to bring their startups to life," (Dotta, 2022, p.1). Ultimately, the goal of an incubator is to produce self-sustaining businesses (INC., 2022).

Incubators are very diverse. Some concentrate on a single industry or a development phase, such as a tech start-up. Others focus on the incubator's mission, like supporting minority-owned or gender-specific businesses (INC., 2022). There can be a multitude of incubator sponsors that support these wide varieties of purposes. For instance, some are supported by nonprofit and government bodies. Government-sponsored indicators tend to focus on economic expansion and diversification through tax expansion, and job creation (INC., 2022) Others focus on for-profit venture developments (INC, 2022). NBIA (National Business Incubation Association) notes that many incubators are hybrids combining public and private resources (NBIA 2013, cited by Essig 2014).

An estimated 900 NBIA-affiliated business incubators across the United States (INC., 2022). Americans for the Arts surveyed 147 art incubators in 2021 and found that the median operating budget expenditures for the current fiscal year was \$375,000 (Renard, 2022). In addition, they reported that "respondents provided a median of \$25,000 in funding (e.g., scholarships, grants) to participating organizations or individual

artists to offset the cost of participation" (Renard, 2022). Further, the median number of participants in each art incubator was 40 individuals.

Incubator case studies

Chandler, Arizona

According to England et al. (2016), "ED [economic development] and entrepreneurship have moved to the top of the municipal agenda" (p. 149). The City of Chandler has been funding an innovation incubator called Chandler Innovations for almost a decade. Chandler Innovations was created to assist entrepreneurs in the technology sector. The primary role is to help engineers, inventors, and entrepreneurs to "provide founders with the tools and skill sets required to build stable, sustainable organizations" (Chandler Innovations, 2020). This city-funded business incubator offers programming and services such as hands-on workshops, one-on-one business coaching, and access to a network of mentors and technical advisors (City of Chandler, 2022). Ventures at different stages can be accepted into the program, but start-ups represent the largest portion of participants.



Figure 3 Chandler Innovation Center

Chandler locals are accepted into the program at no cost, whereas non-residents are accepted for a fee (Chandler Innovations, 2020). In 2019, the incubator served thirty-one companies and allocated nearly a quarter of a million dollars (D'Angelo, 2020). Currently, the City has paused the program. The pause was executed so that City officials could evaluate the program and consider additional opportunities. Concurrently, Chandler is promoting the PHX East Valley Angel Investor Initiative. Chandler is working with East Valley partners and is seeking angel investors (City of Chandler, 2022). This incubator and regional partnership illustrate city and town officials' options for investing in local entrepreneurs.

Mesa, Arizona

The City of Mesa has an accelerator called Launch Point which provides entrepreneurs and small novice companies workspaces, business development tools, and networking opportunities (City of Mesa, 2020). Unlike an incubator, an accelerator targets “adolescent” companies instead of start-ups (Polletta, 2016). Mesa used \$120,000 in economic funds to get the accelerator program started. In addition, the program has an operating budget of \$42,000 per year (Polletta, 2016). The accelerator is housed in The Mesa Center for Higher Education (City of Mesa, 2016). Participants are charged a fee of \$100-\$250 a month (City of Mesa, 2016). The City of Mesa developed and funded the incubator to spur capital investment and jobs in the community.

In addition, the City of Mesa also used federal COVID-19 relief American Rescue Plan Act (ARPA) funds to purchase a property in the heart of their downtown to open a restaurant incubator (KTAR, 2022). This incubator aimed to assist local chefs and entrepreneurs in starting their own businesses (Brown, 2022). This incubator includes a food hall where local entrepreneurs can sell their dishes. In addition, the incubator will provide programming in support of small Mesa food businesses.



Figure 4 Downtown Mesa, AZ

The property will house five to seven developing restaurants. The building purchased by the City is a 12,000 sq ft building with a basement, commercial kitchen, classrooms, offices, meeting areas, and a publicly accessible food court (KTAR, 2022 & Brown, 2022). Priority will be “given to applicants whose restaurant or food business was negatively impacted by COVID-19” (Jeff McVay of KTAR, 2022). The City hired a

local non-profit, Local First Arizona, to manage and run the incubator's programming (KTAR, 2022). Mesa estimates the project will cost between \$3 to \$3.5 million in federal dollars and could take up to two years to renovate (Brown, 2022). This incubator aims to create and support restaurants that will open downtown and across Mesa. This example shows how dynamic and universal the incubator framework is, from which Clarkdale can model the recommendation. The fundamental features of an incubator can support a wide variety of entrepreneurs through facility workspace, services, training, and funding.

Huntingdon County, Pennsylvania

Huntingdon County, Pennsylvania, is home to Juniata College Center for Entrepreneurial Leadership (JCEL). In 2006 Huntingdon County had a population of 45,000, far less than Yavapai County's current population of 232,396 (U.S. Census, 2020). The county developed a planning practice called Partnership for Economic Progress to combat unemployment (Baldwin, 2006).

The Partnership for Economic Progress led to an action plan highlighting asset-based development to build up medium to small-sized businesses. This action plan produced what is now called Juniata College Center for Entrepreneurial Leadership (JCEL). Both the county and Juniata College sought to produce sustainable economic growth and development. JCEL started operating in 2003 with funding from Juniata College alumni. The incubator space was around 5,000 square feet. The space was renovated with financial assistance from an Appalachian Regional Commission (ARC) grant (Baldwin, 2006). It had two full-time occupants – Best Instruments and SimPlusEXP – and other part-time residents that used office cubicles a few days a month.

Best Instruments eventually moved out and relocated to a 6,000 square foot manufacturing building. The instrument company won \$35,000 at Ben Franklin Venture Investment Forum, the seventh annual business plan competition for start-ups across central and northern Pennsylvania (Baldwin, 2006). The incubator's other original tenant, SimPlusEXP, designed software for online training and became one of six finalists in the business plan competition (Baldwin, 2006). JCEL's Assistant Vice President Lehman promotes the success by saying, "...a business that has its roots in Huntingdon will more likely stay here through business cycles. In addition to providing its own services, any business supports other businesses. Bit by bit and step by step, we're strengthening the

local business infrastructure” (Baldwin, 2006). Baldwin (2006) believed there is a lot of “untapped” potential in the area for business and growth. This example demonstrated to Clarkdale how successful rural incubators could be with the right regional partnerships.

	Mesa, AZ: LaunchPoint Accelerator	Mesa, AZ: DT Restaurant Incubator	Chandler, AZ: Chandler Innovations	Huntingdon County, PA: Center for Entrepreneurial Leadership
Funding	Education funds & Restricted Funds	ARPA funding	Education funds	Alumni donations & County Grant
Facility Space	The Mesa Center for Higher Education	Renovated DT Restaurant	ASU Chandler Innovation Center	Juniata College Center for Entrepreneurial Leadership (JCEL)
Management and Programming	Mesa ED staff	Mesa & Non-profit: Local First AZ	Chandler & Non-profit: Moonshot	Juniata College
Fees	\$100-\$250 per month	N/A program in development	Free to Chandler Residents	N/A

Figure 5 Incubator example summary

Benefits and impacts of incubators

Incubators have several positive impacts. Firstly, incubators provide a free or low-cost workspace that reduces overhead while the program grows. This is done by providing facility space, mentorship opportunities, expertise, and financial capital (Accion Opportunity Fund, 2021). For example, many incubators provide internet access, administrative support, and production equipment (Accion Opportunity Fund, 2021). In addition, incubators may also offer business development programming, including workshops and panel discussions. By providing a structured environment, incubators can help businesses remain focused and grow (Accion Opportunity Fund, 2021).

However, some potential downsides to incubators may discourage prospective applicants. Firstly, the application process can be competitive and rigorous. Most incubators require that an applicant submits a detailed business plan and can disclose all business activities that are facilitated. Additionally, many “incubators require a time commitment of around one to two years, plus adherence to the schedule set by the incubator, which can include many trainings and workshops” (Accion Opportunity Fund, 2021). Another important factor to be considered by the Town of Clarkdale as it explores arts incubators is that incubators provide a professional environment that requires progress expectations. This means that participating artists must accept to be regularly monitored and answer to someone else rather than functioning autonomously.

Art incubator risk factors

Research has identified several factors that explain why some art incubators do not succeed. In that research, four main issues have arisen: a) competition; b) mentorship; c) funding; b) integration into the community (Relan, 2012). Competition is often a problem in large cities that may host multiple art incubators, but it is unlikely to be an issue in Clarkdale. Likewise, mentorship does not appear to be a concern since there are engaged leaders who can ensure that the ideas are properly executed.

Funding can become a risk factor in Clarkdale. In the beginning stages of implementation, the grants and sponsorship often flow freely, but sustaining the money to stay afloat can become challenging. Hence, while a Clarkdale arts incubator should feature artists and their work, it would also be designed to produce products and services and enable constant business.

Another issue relevant to Clarkdale is that incubators will not succeed in serving artists unless they address community integration and development (Relan, 2012, p. 13). Making connections and planning for growth and expansion should be evaluated early early on in the process. Networking and developing connections that can benefit the incubator should be a priority. These connections often accelerate the time needed to generate revenue and retain employees successfully.

Funding incubators

Some startup incubators are nonprofit organizations funded by the government, academic institutions, or private corporations. In addition, it is common for academic institutions to invest in incubators to help their students and alumni grow. This is done by providing long-lasting connections to investors and mentorship from experienced entrepreneurs (Chabra et al., 2022). On the other hand, government or private sponsors invest in incubators to get early access to startups in their early stages or to help in the economic development of the local economy. Private organizations can start a nonprofit incubator service to fund ideas around their products and advertise (Chabra et al., 2022).

Other startup incubators are for-profit. These types of incubators usually demand early investment to start their services (Chabra et al., 2022). These types of incubators will also look for potential exits or liquidity events once a startup gains enough market value and traction, providing huge returns on these investments (Chabra et al., 2022).

It is pertinent to emphasize that only a few startups are successful. Indeed, approximately 90% of startups fail during the first five years of their incorporation (Chabra et al., 2022). Some incubators charge a recurring fee from participating startups to cover costs. In turn, incubators sustain themselves and the startups that they support. Furthermore, incubators tend to take in a cohort of early-stage startups. This means that even if a small fraction of these startups succeed, there will still be enough market value to allow the incubator to get a significant return on its investment (Chabra et al., 2022).

In addition, regardless of whether incubators are for-profits or nonprofits, they have numerous revenue streams from different sources. For instance, incubators can cultivate relationships that help them sell services, thus generating more revenue (Chabra et al., 2022). Lastly, apart from equity, some incubators may demand a percentage of earnings from startups that they incubate, profiting from royalties from Intellectual Property (IP) commercialism or licensing (Chabra et al., 2022).

Local economic and fiscal impacts of incubators

Business incubators are local economic development options that community leaders can consider to encourage income and growth. Incubators add jobs and revenues to the local economy, but the impacts vary depending on the size and structure of the incubator and the structure of the local economy” (Markley & McNamara, 1996). Incubator firms also increase state government revenues, primarily through personal income and sales tax (Markley & McNamara, 1996). Additionally, incubators provide a resourceful alternative for attracting industrial investments (Markley & McNamara, 1996).

Increased art and culinary tourism

Visiting authentic art displays or restaurants is a traditional experience for tourists, but often these experiences lack innovation and engagement. Therefore, data notes how interactive and creative food experiences are valued when combining elements. Food, art, culture, and tourism have resulted in memorable and profitable changes (Garibaldi, Pozzi, & Viani, 2016). For example, local entrepreneurs, like wine producers, have successfully created venues that combine art with food and attract tourism. These ideas originated out of passion, but wine museums, art exhibitions, gastronomic events, and festivals are successful outcomes (Garibaldi, Pozzi, & Viani, 2016). It is important to note there may not be immediate economic payoff from investing in creative cultural activities; however, entrepreneurs in the startup phases of their venture typically understand the long-term payoff in improving their activities over time (Garibaldi, Pozzi, & Viani, 2016).

Food tourism has grown considerably, thus becoming one of the most dynamic and creative parts of tourism. Gastronomy has become a key part of all cultures and plays a crucial role in tourism by allowing visitors to access cultural and historical heritage (Garibaldi, Pozzi, & Viani, 2016). As a result, traditional food experiences are being creatively implemented to increase the quality of the visitor experience. Such activities can benefit the producers and the local economy by stimulating innovation and reinforcing the linkages between different sectors.

RESEARCH METHODS

To identify strategies for implementing an arts incubator in Clarkdale, students surveyed Clarkdale's arts community. Survey questions collected demographic information, general information about the artists' craft, and the participant's greatest needs related to creating, showcasing, and distributing their art.

FINDINGS AND ANALYSIS

According to the survey data, the biggest needs of Clarkdale artists are additional venues to sell art (25% of the respondents marked as "biggest needs"), training/mentorships to improve their craft (18%), and studio space to create art (15%). In terms of the medium used by the artists who participated in the survey, 22.34% make paintings/drawings, and 17% make jewelry.



Figure 6 Infographic representing survey data for the question "What are the biggest needs of Clarkdale artists"



Figure 7 Infographic representing survey data for the question "What mediums do you use as an artist?"

The survey data highlight the need for a place for artists to showcase and sell their art. Among many of the suggestions are the usage of empty buildings for community art spaces. In fact, 15.79% of respondents cited "Studio space to create art" to the question *As an artist, what are your biggest needs?* One respondent stated: "Empty buildings need to be occupied. Town can look "ghosty." Another suggested artistic component was using food as an art form when working alongside traditional artists.

Similarly, music was also suggested as another artistic component. A respondent stated: “what could be better than a venue that showcases artisan cooking with working artists and musicians?”. In turn, survey data suggests the importance of highlighting the diversity of local artists within the Clarkdale community. Ultimately, survey data also suggest the importance of networking and collaboration within the arts community.

2021 National Art Incubator Survey

In a national survey conducted by the University of Texas at San Antonio (UTSA) Arts Incubation Research (AIR) Lab, Renard (2022) surveyed successful art incubators to identify trends in art incubator operations and financials. The survey findings identified several trends highlighting the importance of providing a physical facility for their participants.

- 5% of arts incubators are affiliated with a college or university
- 58% of art incubators collect surveys and analyze data every five years to evaluate the success of programs
- 47% of active art incubators allow artists to participate in the program at no cost
- Even through COVID, 75% of art incubators provide a physical space for their participants
- 12% of art incubators utilize a short-term rental location
- 24% of art incubators utilize a long-term lease location
- 56% of art incubators have a partnership with the location/ organization to enable location access
- Operating budgets can range between \$40,000—\$375,000 and have the potential to produce between \$700,000—\$3.3million in revenue

RECOMMENDATIONS

The Town of Clarkdale has adequate potential for capitalizing on its downtown area. The first recommendation is to produce an interactive and user-friendly map of Clarkdale artists to highlight their work. For an elaboration on this recommendation, please see the report “Clarkdale and the Arts: Recommendations for Clarkdale, Arizona to Support its Local Artists” by A. Pressley & N. Wood from PAF 509 (Fall 2022).

Secondly, Clarkdale can increase local artists' visibility and tourism revenue by hosting a wine and art-focused festivals and showcasing art

in its downtown area. A good example of this is the Art Festival organized by Sedona every year. This annual festival includes different approaches to clay working and displays a wide selection of handmade pieces for sale (SignalsAZ, 2022). As part of these festivals, Clarkdale could incorporate a raffle to support arts education in Clarkdale by featuring art pieces as prizes and promoting local artists. Another example is the Annual Grand Canyon Celebration of Art, which invites participants to paint *en plein air* for a week at the national park (Fabulous Arizona, 2022). The pieces created by these artists are then displayed at an art studio located in Grand Canyon National Park. Clarkdale can host similar events in its art festival where the pieces created can thus be shown in either an existing local art gallery or a new art gallery created for this purpose.

Thirdly, Clarkdale can establish creative partnerships to promote downtown art. As an example of this concept, New York has a fine-dining restaurant hidden behind a painting in a Gallery. This arrangement helped the gallery and the restaurant (Prakash, 2021).



Figure 8a and 8b A fine-dining restaurant hidden behind a painting in a New York Gallery, by Forbes

A similar partnership in Zurich between a restaurant and an art exhibition area avoided a potential closure and generated a profit (Merandilla, 2017).



Figure 9a and 9b Kronenhalle restaurant, by Zurich tourism

This suggests combining a restaurant and an art gallery can positively impact the local community. As Lander et al. (2013) pointed out, “art is best enjoyed while stimulating the palate.”

Develop an arts incubator

Art incubators nurture small and emerging artists, cultural organizations, or individual artists in many ways. They deliver training and mentorship in business and entrepreneurial skills to support artistic and creative innovation. Each art incubator is uniquely tailored to meet the needs of its community. In addition, they also provide developmental assistance to arts and culture organizations, artists, or creative enterprises in the early stages of development.

Art incubators can be entire organizations or facilities, or they can be programs/platforms that operate under the umbrella of a larger organization. Art incubators can also be nonprofits, for-profits, or government entities operated by local arts agencies. In addition, art incubators can also provide networking, facilities, services, funding, and fiscal sponsorship (Renard, 2022). Thus, implementing an art incubator could provide mentorship and networking for local artists to address capacity-building issues. Programming for the art incubator could then be created in partnership with Yavapai Community College to help local artists acquire the skills necessary to promote and sell their products, such as accounting, bookkeeping, and marketing. Younger artists could then be invited to ensure the long-term sustainability of the art incubator and the two recommendations.

Given the financial responsibility and the long-term nature of an incubator investment, strategic and day-to-day management is critical for success. Successful incubators have shown several successful strategies for

management, including adopting a written mission statement, carefully selecting clients, and charging fees for services (HowDo, 2022). Preliminary diagnostic processes help guide incubator development and allow developers to determine how to distribute resources, hiring managers, and create incubator programming (HowDo, 2022). Once this preliminary process is complete, leaders can tailor the programming to the needs of the prospective tenants and the local community.

There are many options for management. The case studies above illustrated the variety of options. Universities, nonprofits, or local governments often manage incubators. Unlike larger cities, the Town of Clarkdale does not have an economic development department. In addition, they likely will not have the financial funds or staff to manage an incubator themselves. Further, the presence of available nonprofits may be sparse. Clarkdale does have a community college campus in their town (Yavapai College, 2022). The Yavapai College Verde Valley Campus has a thriving art program and is home to The Patty McMullen-Mikles Gallery, which showcases emerging and nationally recognized artists (Yavapai College Visual Arts, n.d.).

The ideal location for an arts incubator of this type would be 1000 Main Street. This beautiful historic building is in Clarkdale's downtown area, and more importantly, it is located across the street from the park. Clarkdale Park hosts a free concert series at the Park Gazebo twice a month during the summer, from June to September. According to the Town of Clarkdale, park concerts are well attended, typically drawing around 500 people, with the highest attendance being over 1,000 (Town of Clarkdale, 2022). The building is currently home to Su Casa of Clarkdale Mexican Restaurant and Cantina. According to Google Maps, Su Casa's is permanently closed. The status of the building is unknown. We envision the dining room space as an artist's workspace while the kitchen space could be used for start-up culinary businesses.

An added advantage of this location is a 0.62-acre lot adjacent to the restaurant. This lot could be used for various purposes, such as temporary pop-up art shows or food trucks. It will also allow additional dining space for customers purchasing food from the culinary startups in Su Casa. Eventually, it could even be used to extend the proposed indicator.



Figure 10 Google map image of Su Casa restaurant in Town of Clarkdale

Use the Train Depot for art events

Students recommend utilizing a portion of public land to allow pop-up art vendors in and around the Verde Canyon Railroad, like the Train Depot. Walk-up traffic will provide opportunities to showcase and sell art from local artists to visiting tourists who take the train daily.

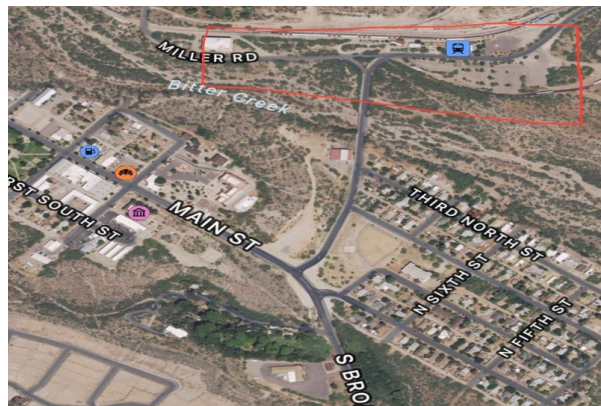


Figure 9 Google map image of Verde Canyon Railroad

Currently, the public land located in this area is unused, yet roughly 90,000 visitors travel through it annually (Town of Clarkdale, n.d.a.). An easy-access display of local art would encourage visitors to not only pass through but browse and take an interest in Clarkdale. Some would eventually visit the downtown area, generating additional revenue for the local community. Moreover, if they enjoy the experience, they would

recommend it to their friends and relatives, complementing marketing initiatives by the Town of Clarkdale.

The Train Depot display would provide a free space for local artists to participate. Pop-up galleries are attractive because they require less financial investment than permanent structures and are flexible. It is recommended that, prior to implementation, market trends be analyzed in order to identify which day of the week and which times will offer the best chance to produce the best outcomes. Eventually, the Town could involve local artists in public art installations in this space and other nearby areas, such as the vacant lot across from Su Casa, modeled from Phoenix first Fridays.

Implementing arts activities at the Train Depot provides an opportunity for the Town to evaluate the public land located in this area. It is classified as unused, yet roughly 90,000 visitors travel through it yearly (Town of Clarkdale, n.d.a.). If there were an easy-access display of local art, it would encourage the visitors to not only pass through but browse and take an interest in Clarkdale. In return, the hope is to have already present generating revenue for local businesses.. Public art installations are another way the Town can get involved to support local artists, but this recommendation provides a free space for artists to participate in for now. Pop-up galleries are attractive because they require less financial investment and are flexible. Before implementation, ensure that market trends have been studied to identify which day of the week and times will offer the best chance to produce prominent outcomes.

Implementing this recommendation may require the land to be designed for this purpose, and leadership should invite local artists to participate. Regarding infrastructure, this would need pop-up tents and tables for displays. This could be provided by the Town, participating artists, or an organization of artists like Made In Clarkdale. Event marketing will be key. For the first phase (one or two years), it is suggested to offer this opportunity free of charge to local artists. Arrange, advertise, and invite local artists to bring pop-up tents and displays. After that, a different arrangement could be negotiated between the Town and the artists (e.g., a modest participation fee). Regardless of timeline, the Town would obtain tax revenues from the sales, and these funds could be redirected to improve this space. This This provides a variety of possibilities as it is a flexible recommendation.

Apply for funding to support the incubator

To move forward with the Clarkdale Arts Incubator and the Verde Canyon Railroad Train Depot, leadership must be committed to their success with design, development, implementation and evaluation. To support this, Clarkdale can apply for grants that would help establish project funding. One possible grant to consider is the Artistic Production Grant, funded by VIA Art Fund (VIA Art Fund, n.d.). The Artistic Production funding ranges from \$25,000 to \$100,000 per project. It is awarded to individuals, artists, nonprofit organizations, and institutions to support new artistic commissions outside museum or gallery walls, within the public realm, or in non-traditional exhibition environments (VIA Art Fund, n.d).

Another grant to consider is the Creative Capacity Grants program. This fund is open to Arizona arts and culture organizations that are a unit of government and have a primary mission to produce, present, reach or serve the arts (Arizona Commission on the Arts, 2022b). A third possibility is the Community Development Block Grant Program (CDBG). These funds are designed for various community needs, including constructing or renovating various infrastructures (Arizona Commission on the Arts, 2022a). Lastly, Clarkdale should apply for the Lifelong Arts Engagement Grant, which supports projects that foster meaningful arts learning experiences in community settings for adult learners of any age (Arizona Commission on the Arts, 2022a). It is pertinent to note that all four grants are recurrent and cycle; thus, it is important to watch for application due dates.

CONCLUSION

The analysis has shown that with the right outreach and community involvement, art investment and incubators have successfully produced sustainable businesses. Ideal locations for an arts incubator include the Train Depot or Clarkdale Park. These areas are ideal because the local artist can take advantage of the highly populated traffic to showcase and sell their work. By considering strategies for funding an art incubator with institutional and organizational sponsors and grants, like American Rescue Plan Act grants or Community Development Block grants, the Town can take significant strides toward supporting its arts community while prioritizing economic development and tourism.

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To access the original student materials,

<https://links.asu.edu/PCClarkdaleArtsIncubator22F>

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PART 5:

Community Arts Incubator: Working Groups

**LEVERAGING MUNICIPAL GOVERNANCE STRUCTURES TO
SUPPORT COMMUNITY ARTS**

**PAF 509:
PUBLIC AFFAIRS CAPSTONE**

SCHOOL OF PUBLIC AFFAIRS

**FACULTY
DANIEL SCHUGURENSKY**

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Faculty

Daniel Schugurensky

Students

Aaron Pressley

Nelson Wood

Editors

Lamiya Merchant

Shraddha Bejgam

Alison Almand

Julia Colbert

Anne Reichman

Clarkdale Staff Team

Susan Guthrie

INTRODUCTION

The visibility of art and culture within a community can significantly impact how residents and visitors feel about their neighborhoods. In December 2022, Clarkdale hosted its 35th Made In Clarkdale festival. Made In Clarkdale features “talented area artists working in all media including fine art, photography, jewelry, ceramics, and crafts” (Town of Clarkdale, n.d.). Made In Clarkdale is a staple in Clarkdale’s arts community since it provides a showcase venue for local art. The Town’s 2022-2024 Strategic Plan highlights the importance of Made In Clarkdale, as it is an example of the type of community event that the government of Clarkdale has stated it would like to give residents and visitors more opportunities to attend.

Background

Clarkdale was founded in 1912 on the banks of the Verde River in North-Central Arizona. The Town lies on the ancestral land of the Yavapai-Apache Nation. Clarkdale was established as the first master-planned community in the State due to its entrepreneurial inception (Town of Clarkdale, n.d.). The United Verde Copper Company originally founded Clarkdale, and it was created to be a “company town” that would provide services and housing for its employees. The Town was built from a unified master plan that took into consideration various stakeholders within the community. Due to its unique past, the Town has been recognized as a historic district on the National Register of Historic Places. With an estimated population of 4,300 in 2021, Clarkdale is a modern model for rural city planning.

Editor's Note

A master-planned community refers to mixed-use residential areas intentionally built to provide amenities to its community members.

In 1957, Clarkdale officially adopted a Council-Manager style of government. Through the elected Mayor and Council members, the Town is governed by its elected leaders with a council-appointed manager to carry out policies. Clarkdale also takes pride in its Historic Downtown Business District, that “boasts many treasured historic assets and is the center of Clarkdale's government, cultural, and historic core” (Town of Clarkdale, n.d.). In March of 2005, Clarkdale finished implementing \$1.5 million in improvements for the streetscape of the downtown district. Clarkdale residents volunteer on numerous Town committees and commissions and are encouraged by the Town’s government to be active in community matters (Town of Clarkdale, n.d.). Clarkdale’s guests are encouraged to visit its Historical Society and Museum and the Town’s downtown district.

LITERATURE REVIEW

Benefits of government investment in the arts

The National Assembly of State Arts Agencies (NASAA) lists five reasons why the arts are a good investment for the public sector: economic drivers, educational assets, health and wellness, civic catalyts, and cultural legacies (NASAA, 2010).



Jobs

According to the National Governors Association of the United States (NGA), public officials and governments have found that the arts are critical to a community's growth (NASAA, 2010). The arts can impact the economy by creating job opportunities that increase tax revenue. NASAA has found that "the arts have been shown to be a successful and sustainable strategy for revitalizing rural areas, cities, and populations struggling with poverty" (NASAA, 2010). According to studies published by the National Endowment for the Arts (NEA), artists are 3.5 times more likely than other United States (U.S.) workers to be self-employed (NASAA, 2010).



Education

Investment in the arts within a community can significantly benefit students. At the 84th Annual meeting in 2016, the United States Conference of Mayors stated in their Arts as a Strategy for Education Reform resolution that access to arts learning experiences positively impacts school, work, and life (Americans for the Arts, 2016). Additionally, research has found that students who participate in arts education are more likely to succeed in other academic areas, including high SAT scores and high attendance, and are more likely to be recognized for academic achievements (Americans for the Arts, 2016). Arts education as an intervention strategy has also proved useful, as low-performing schools that adopted arts education see decreased disciplinary problems, higher math and reading scores, and improved attendance (Americans for the Arts, 2016). These research findings strongly suggest that the positive impact of art on educational assets within a community is an accepted fact amongst most public officials.



Health

Art activities can improve community members' physical, emotional, and mental well-being. Studies by the NASAA have found that arts are therapeutic and can be an "economically effective tool for treating aging adults, children and people suffering from trauma, including military combat personnel and veterans" (NASAA, 2017). Studies have shown that older adults who engage that engage in art-based activities demonstrate better health, require fewer visits to healthcare professionals, and are less burdened by medical prescriptions (NASAA, 2017). A survey of wounded military service members who received care at the Walter Reed National Military Medical Center's National Intrepid Center of Excellence found that 85% credited arts therapy as a positive contribution to their healing (National Assembly for State Art Agencies, 2017).



Civics

Increasingly, studies have found that art-based activities within a community can catalyze civic engagement through its community members. Through art experiences, community members can identify a common understanding with each other and can be mobilized for community development (NASAA, 2017). Additionally, various studies highlighted by the NASAA have shown that community arts can build community resilience by strengthening community relationships and bringing the community together to address larger problems, like poverty (NASAA, 2017).



Cultural identity

Artists within a community can celebrate and preserve the cultural identity of a community to be passed along to future generations. A study by the NASAA found that 87% of Americans recognize access to arts as an essential quality of life (2017). In December 2015, a study funded by Americans for the Arts, conducted in tandem with the third largest survey firm in the world, surveyed 3,020 adults for their opinion about the arts. The study measured personal engagement in the arts from the (1) perspective of an attendee, collector, and creator; (2) support for arts education and government arts funding; (3) opinions on the personal and wellbeing benefits

that come from engaging in the arts; and (4) if and how those personal benefits extend to the community (Americans for the Arts, 2016). Of the surveyed participants, 73% described the arts as a “positive experience in a troubled world,” while 67% of respondents expressed that “arts unify our communities regardless of age, race, and ethnicity,”; and 62% agreed that art within a community “helps me understand other cultures better” (Americans for the Arts, 2016).

Working groups

Several types of working groups are regularly established by municipalities that receive input from residents. The most common ones are commissions, committees, and councils. The labels of these three types of working groups are easily mistaken as being interchangeable. A council is a body of elected officials. A committee is a subgroup of an elected or appointed body of government representatives. Lastly, a commission is a working group derived from individuals appointed by an official representative or body of government. Out of the three types of working groups, a commission would be the best fit for the government of Clarkdale. The appointable nature of the commission model would allow Clarkdale to quickly establish the group a reduce the time often required by elections. Establishing a commission would be advantageous because the structure can provide networking spaces for leaders to share a variety of perspectives from throughout the community During a visit to Clarkdale in September 2022, the Town Mayor mentioned that the Town is interested in convening a Working Group instead of an Art Advisory Commission.

Pros of establishing an Arts Commission

- Networking for Leaders
- Different perspectives can help create more projects
- Can be profitable for artists
- Members can come and go

Cons of establishing an Arts Commission

- Difficult to find members
- Potential of receiving bad advice
- Meeting notes become public record
- Financial cost to maintain

Online presence

Providing a robust internet presence can assist municipalities in achieving their long-term goals (Kays, 2016). In a study conducted by the research firm Accenture, researchers found that a digitally conscious government can increase accessibility to community members (Accenture, 2015). Further research presented by Accenture found that "Digitalization is one of the keys that can contribute to economic growth and competitiveness...a 1 percent increase in digitalization can mean a .5 percent gain in Gross Domestic Product and a 1.9 percent gain in international trade. A 10 percent increase in digitalization could translate to a .86 percent drop in a country's unemployment rate," (Accenture, 2015, p. 1). Through a robust online presence, local governments can significantly transform how public services are delivered to their communities (Accenture, 2015).

RESEARCH METHODS

In order to tailor recommendations for Clarkdale, students researched local communities in Arizona that have engaged local artists. The peer community studies focused on towns with similar population sizes and geographical features as Clarkdale. Globe, Bisbee, and Carefree are the three Arizona communities that directly influenced the recommendations. Like Clarkdale, these three municipalities were established by a private entity and eventually transitioned into a municipality at a later date. Notably, Bisbee and Globe were first established as mining towns. Additionally, all three towns have a comparable population size to Clarkdale, between 3,000 to 7,000 residents. Globe and Bisbee were identified because of their commendable efforts in implementing and utilizing art-focused working groups to enact positive change for their local artist. Carefree was identified for hosting an interactive virtual map on their webpage that allows prospective visitors of Carefree to learn more about the art galleries located in the City.

The students distributed a digital survey to a group of residents of Clarkdale to learn more about the wants and needs of local artists within the Town. The survey collected 41 responses from October 2, 2022, until October 28, 2022. Of the 41 respondents, 21 completed all 22 questions presented in the survey. While the survey does not comprehensively represent Clarkdale's general public, as it was oriented towards the arts community, it provides valuable data to inform insights about the various artists residing there.

FINDINGS & ANALYSIS

Bisbee, Arizona

Bisbee is located in southeastern Arizona and is located 92 miles south of Tucson, AZ, and 11 miles from the Mexican border (Graeme, n.d.). According to the 2020 U.S. Census, the population of Bisbee is 4,923 (Graeme, n.d.). In 1877 during an army reconnaissance mission, a civilian tracker, Jack Dunn, found signs of mineralization indicating the presence of copper, lead, and potentially silver (Discover Bisbee, n.d.) A civilian tracker, Jack Dunn, a leading member of the Army, found signs of mineralization indicating the presence of copper, lead, and possibly silver (Discover Bisbee, n.d.). The discovery of these minerals spurred rapid growth, and people came from across the country to stake their claim leading to Bisbee becoming a city. The discovery of rich ore gave Bisbee the nickname “Queen of the Copper Camps.” On January 9, 1902, Bisbee became a city with the adoption of a city charter (Discover Bisbee, n.d.). By 1910 Bisbee was considered the largest city in the territory, with over 25,000 people (Discover Bisbee, n.d.). For almost a century, the mines in Bisbee have produced 8 billion pounds of copper, 102 million ounces of silver, 2.8 million ounces of gold, and millions of pounds of zinc, lead, and manganese pulled from mines in Bisbee (Discover Bisbee, n.d.). Today, Bisbee has embraced the artists' community while preserving the city's historical features (Discover Bisbee, n.d.). The City of Bisbee has even created its own YouTube channel, which consists of the Mayor and Council Meetings, Art Commission Meetings, and other public meetings for the public to view (YouTube, n.d.).



Figure 1 Image of Bisbee, AZ

Bisbee Arts Advisory Commission

Bisbee established its Art Advisory Commission in 2014 (City of Bisbee, n.d.a.). The Advisory Commission has established meeting times that occur once a month on the first Monday, and any additional meeting will be scheduled if necessary (City of Bisbee, n.d.a.).

Similarly to Globe, the meeting minutes for Bisbee's Art Commission are hosted on the City's website and are also available to the public. Bisbee's website home page also provides information about the structure and development of their Arts Advisory Commission. (Discover Bisbee, n.d.)

Globe, Arizona

The City of Globe was started as a mining town in 1876 due to its location near a fertile water source and minerals found in the Pinal Mountains (City of Globe, n.d.a.). Globe is located about 87 miles east of Phoenix and located near the ancestral land of the San Carlos Apache Tribe and located in the Cobra Valley at the foot of the Pinal Mountains (Arizona Department of Education, 2022). The Apache Tribe called Globe "Bésh Baa Gowah " which, translated in their native language, means "Place of Metal " (City of Globe, n.d.a.). Before Globe became an official municipality in Arizona in 1907, they were incorporated twice (City of Globe, n.d.a.). According to the 2010 U.S. Census, the population of Globe was 7,532 people (City of Globe, n.d.a.). Globe and the neighboring Town of Miami are known for copper mine production.

On the corner of Broad Street and Oak in Globe sits the heart of the historic Cobre Valley Center for the Arts. Before becoming the center for the arts, the building was erected in 1906 and utilized as the Gila County Courthouse for 70 years (Gross, 2011). The building sat mostly dormant until 1984, when a group of concerned residents formed a grassroots group to revitalize the building. The group convinced the City to lend them a facility space in exchange for fixing up the building; this was a 20 year process in which the group restored the building for public use (Gross, 2011).

Globe Arts Advisory Commission

The Globe Arts Advisory Commission has a meeting schedule that meets twice a month on the second and fourth Friday from 10:00 a.m. to 11:30 a.m. The meetings comply with all Arizona Open Meeting Laws and may

be attended virtually or in person (Art Advisory Commission, n.d.).

Carefree, Arizona

In 1955, American businessman Kenyon Turner and Thomas D. Darlington established Carefree Development Corp. on 2,600 acres of land, which has become the present-day Town of Carefree, Arizona. (Town of Carefree, n.d.) As of 2020, Carefree, Arizona, has a population of 3,817 (Town of Carefree, n.d.). The median age of Carefree residents is 69.4. According to the U.S. Census, 98% of Carefree residents are of Caucasian descent, 0.83% are Black or African American, and 0.46% are Native American, Asian, or other. Carefree is in Maricopa County, has a strong mayor-council form of government, and elected officials serve a four-year term (Town of Carefree, n.d.).

Carefree virtual map

Carefree hosts an interactive virtual map highlighting government and commercial buildings within the town on its website for visitors. One of the sections featured on the virtual map highlights art galleries within the Town. Visitors to Carefree’s website homepage can access the map by clicking on the option labeled “Visit Carefree,” Then, by selecting the option labeled “Art Galleries,” visitors can view the art galleries listed by Carefree within the Town. Then, by selecting the art gallery of their choice, visitors can see an image of the venue and read a detailed description of general information, contact information, hours of operation, and the address. Each listing also includes a link to the official website of the art gallery.

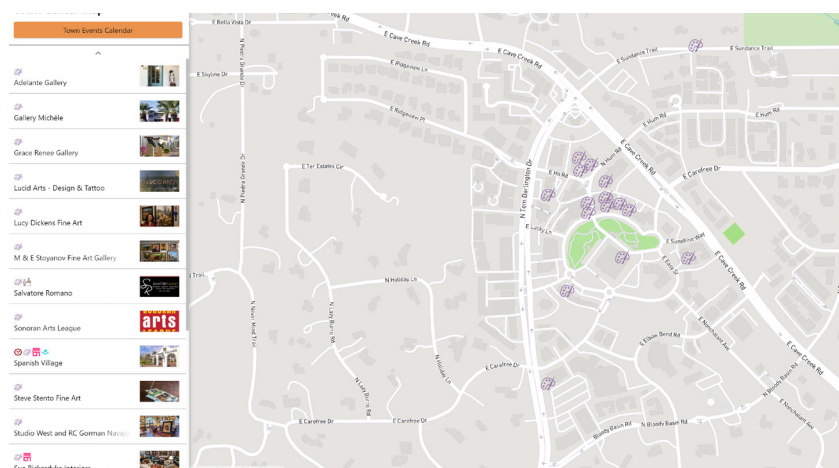


Figure 2 E-map image of Carefree, AZ Showing Art Galleries

The students reached out to Erica Shumaker, the Director of Communications for Carefree, to learn more about the virtual map it hosts on the town's internet web page for visitors. The following questions were submitted to Schumacher:

- Do you have a general sense of the annual revenue that is generated by the arts community in Carefree, as a result of initiatives mentioned in your email? Do you have a general sense of the impact of the eMap webpage on the art community?
- Besides sales tax, have there been additional sources of revenue for arts activities (e.g., community development block grant, ARPA funds, grants, NEA grants)?
- What additional resources do you use to operate, maintain, and update the Art galleries eMap (human and financial resources)?

Shumaker explained that Carefree's revenue is almost entirely derived from sales tax. Therefore, the Town developed the virtual map for Carefree's visitor web page to highlight places of commerce. Shumaker stated, "We have a unique revenue model in the Town of Carefree in the sense that there is no city property tax to fund Town initiatives. We are supported by sales tax dollars. Thus, we want to help make it as easy as possible for people to know what is available in Town and where to locate amenities" (Shumaker, 2022). In her response to our group, Shumaker (2022) shared additional important reasons that led to the development of the virtual map.

"There were a couple of factors for implementing the new E-map. Costs for printing are growing increasingly high. The high costs coupled with the short shelf-life of print material are not sustainable for a small Town like Carefree. If there were a positive outcome from the Covid pandemic, it would be the increased comfortability with QR codes and online platforms. We felt the time was right to make this transition from paper to digital. The digital platform allows for consistent, up-to-date information that can be edited in minutes from any location."

The virtual map was also developed to inform visitors of Carefree's landmarks, attractions, and services. Shumaker shared, "Art in Carefree is a large part of our identity as a Town. We have public art featured throughout our Town Center and neighboring Desert Gardens. Similarly, many shops and galleries have art pieces in front of their storefront." The

virtual was developed by Shumaker, who utilized the Mapme software. Shumaker is solely responsible for updates and maintenance (Shumaker, 2022).

Survey findings

The median age of respondents for the survey was 60. Of the 41 respondents, 67% were above 60, 24% were between the ages of 51 to 60, and 8% were below the aforementioned age range. 82% of the respondents were female, and 12 percent were male. 34% of respondents rated their level of artistry as equally hobbyist and professional, 25% selected mostly hobbyist, and 25% selected mostly professional. 12% of respondents rated their level of artistry as professional. The survey asked respondents to rank their preferred type of art to practice, and painting and drawing were ranked first, with jewelry and working with mixed metals coming in second and third, respectively. This is a general overview of the demographics of the survey; data recorded through the survey will be utilized in the recommendations section to highlight questions not previously implied that were included in the survey; their responses will serve as the context for the recommendations.

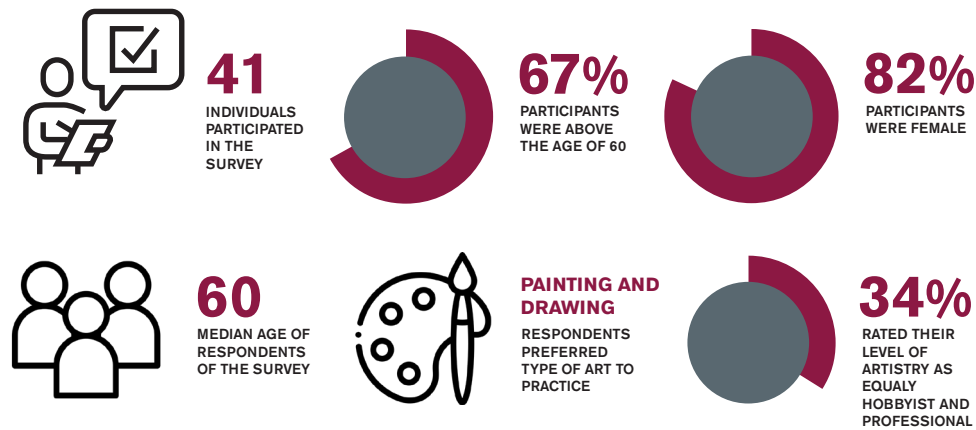


Figure 3 Infographic representing key survey findings

When asked if they would be interested in being part of a working group on the arts in Clarkdale, four respondents answered “No,” seven selected “Yes,” and 19 chose “Maybe.” Another question asked respondents: “Would you be interested in joining a collaborative artist co-op in

Clarkdale?”. For this question, four selected “No,” 11 selected “Yes,” and 15 chose “Maybe”. Although most respondents to both questions chose “Maybe,” there is genuine interest amongst the artists in Clarkdale to participate in some type of art-focused working group or Arts Advisory Commission.

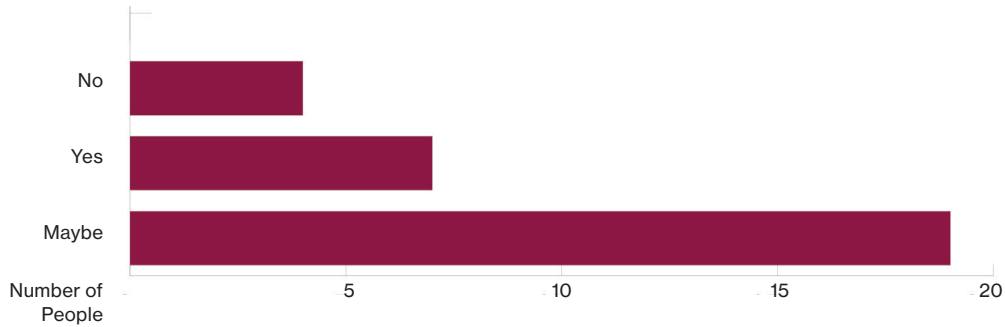


Figure 4 "Would you be interested in being part of a working group on the arts in Clarkdale?"

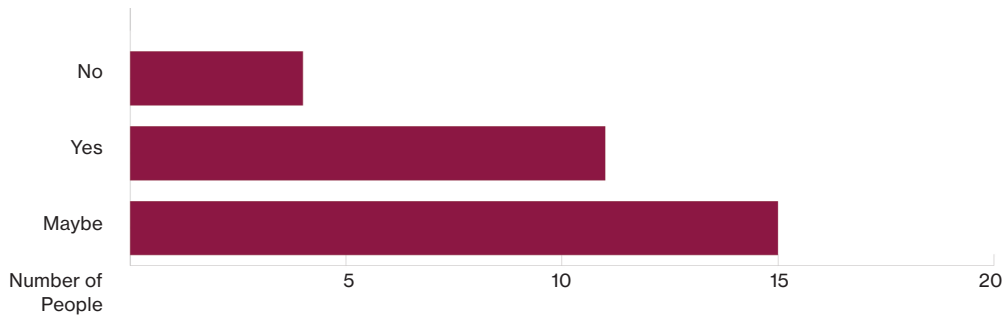


Figure 5 "Would you be interested in joining a collaborative artist co-op in Clarkdale?"

RECOMMENDATIONS

Based on the peer community reviews and survey data, the recommended course of action for the Town of Clarkdale includes the development of a local Art Working Group. By implementing measures to support local arts, the Town of Clarkdale can support its local artists and improve the quality of life for many residents and visitors to Clarkdale.

Establish an arts working group

Starting with an Art Working Group, the Town of Clarkdale can convene Town leaders and local artists to identify opportunities for supporting the arts in Clarkdale. The Working Group can set priorities for the Town regarding cultivating an arts community, such as prioritizing economic development opportunities or applying for grants to fund a permanent workspace for local artists. A Working Group can be a more flexible approach to collaborating with the arts community since it provides consistency and avenues for communication without the formal establishment of a new commission. Once the Working Group has established priority areas for the Town, it can transition to an official Arts Advisory Commission that can work on policy development.

Develop a virtual interactive map for Clarkdale's visitor web page

The Town of Clarkdale can use an interactive virtual map to support the local artists within its community. An interactive virtual map featured on Clarkdale's visitor web page will allow the Town's government to better support the local art and artists. Through the virtual map, Clarkdale can inform the public of art-related attractions within the community and the digital format for quick updates, plus saving on printing costs. According to mapme.com, the web page that hosts the software utilized by Shumaker costs \$24.99 a month (\$288 annually) for a subscription that allows entities to highlight up to 40 locations and embed the map on their web page. If possible, the Town of Clarkdale could explore existing resources in-house to develop a similar alternative to what mapme.com provides customers. Therefore, this could be a cost-effective method to enact significant support for local artists within Clarkdale. For example, Clarkdale residents could apply to feature their art activities or attractions on the virtual map hosted on the Town's web page garnering support and excitement about new opportunities for marketing and advertising. The map could also highlight countless art-related events and activities held within Clarkdale, as it could be updated regularly, unlike a printed or paper map that may remain static for longer periods of time.

Identify and pursue funding sources

Cities around Arizona can take the opportunity to request funding from grants, such as the Arizona Commission on the Arts. This organization provides grant funding to arts organizations, schools, and community

organizations to support public arts within the state of Arizona (Arizona Commission on the Arts, n.d.).

The City of Bisbee was recently awarded \$4.5 million in American Rescue Plan Funds to boost tourism (U.S. Economic Development Administration, 2022). The Department of Economic Development Administration (EDA) awarded the grant to the City of Bisbee. The funds will create shared-use bike paths and trails around the city and improve pedestrian paths (U.S. Economic Development Administration, n.d.).

The Town of Carefree partners with Sanderson Lincoln, which has naming rights to its outdoor stage. The Town uses these funds to support local art and promotion of artists in Carefree through promotional posters, decorations, and pay-for-service relationships with local artists.

Grant Name	Description
Artist Opportunity Grant	The Artists Opportunity Grant provides support to artists who take the opportunity to perfect their craft as professional artists, and all artists are eligible to apply for this grant.
Festival Grant	The Festival Grant provides artists' organizations the funding and opportunity to plan a festival in their communities that showcases local artists.
Creative Capacity Grant	Provides support to arts and culture organizations of all sizes and local organizations.

Figure 6 Grants offered by the Arizona Commission of Arts

CONCLUSION

By cultivating a thriving local arts community in Clarkdale, the Town can attract economic development opportunities while providing culture to the Town. By investing in and supporting local artists, rural towns can attract tourism, stimulate small businesses, and strengthen their sense of community pride. Additionally, local art reflects a place's unique character and history, preserving and celebrating its heritage for future generations. Through collaboration with the local arts community, the Town can prioritize developing an art working group to focus on projects that will establish the Town as an arts destination, enabling a stronger sense of identity for community members and visitors.

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To access the original student materials, visit

<https://links.asu.edu/PCClarkdaleArtsIncubator22F>