

A

ANN ARBOR

ANN ARBOR WORKING PLAN



*Initial steps for
implementing the
Washtenaw County
Cultural Master
Plan in the
ANN ARBOR Area*

Artsalliance®

Arts, culture, and creativity are among the core elements that make Washtenaw County a special place. Look at any of the “best of” awards that the communities in this county regularly win and there’ll doubtlessly be listed a reference to the area’s high quality of life, with its arts and cultural assets typically highlighted.

Arts and culture have a long history in Washtenaw County. This longevity and the lively appearance of the arts and cultural community, however, mask the true fragility of this sector. Peer behind the polished facades of many arts and cultural organizations or talk to the artists practicing their craft here and you’ll find a vulnerable industry struggling to survive.

The Washtenaw County Cultural Master Plan is a response to that challenge.

Cultural Plan Background Information



The Washtenaw County Cultural Master Plan is the result of an 18-month, community-based planning effort that emphasized the participation of cultural, educational, civic, business, and government representatives from each of the county’s key population centers: Ann Arbor, Chelsea, Dexter, Manchester, Milan, Saline, and Ypsilanti.

The plan reflects the direct input of nearly 5,000 Washtenaw County residents as captured in an online survey, an artists’ census, a study of the area’s creative economy, and in 29 interviews and community forums.

From the master plan, each population center has worked to customize the plan to its own local needs and interests.

The Ann Arbor Area Working Plan is a local response to this county-wide challenge.

The overall planning process has been coordinated by the Arts Alliance, an organization serving the arts and cultural sector of Washtenaw County.

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The Arts Alliance serves all of Washtenaw County, working to create an environment where culture and creativity can flourish and the arts are accessible to all.

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TABLE OF CONTENTS

| | |
|---|--------------|
| 1. LOCAL PROCESS | 2 |
| 2. ANN ARBOR PRIORITY ACTIONS | |
| Communications, Audience Development and Advocacy | 3 |
| Capacity Building | 4 |
| Funding & Investment | 5 |
| Implementation Matrix | 6-7 |
| 3. WHAT WE KNOW ABOUT ARTS AND CULTURE IN WASHTENAW COUNTY | 8 |
| 4. WHAT WE KNOW ABOUT ARTS AND CULTURE IN ANN ARBOR | |
| Online Survey | 9 |
| Artists' Census | 9 |
| Forum Meeting Groups | 10-12 |
| 5. ANN ARBOR COMMUNITY INPUT | 13 |
| 6. ACKNOWLEDGEMENTS | 14 |

LOCAL PROCESS



In the Summer of 2009 the Arts Alliance convened three public meetings in Ann Arbor to discuss the future of arts and culture in the local community. Based on various feedback the Arts Alliance received from individuals who were not able to additional meetings in the Fall of 2009.

The Arts Alliance partnered with its Ann Arbor Cultural Community Leaders, Deb Polich of Artrain, and Donald Harrison of the Ann Arbor Film Festival, to arrange three additional public meetings in Ann Arbor. Ann Arbor residents participated in each of these six public forum meetings. As part of these discussions, more than 50 Ann Arbor residents identified the key strategic areas from the Washtenaw County Cultural Master Plan that their community needed to address. They then developed and prioritized specific action steps, identified key implementation partners, discussed next steps, created a time line, and detailed measures of success for their community over the course of the next five years.

The six strategic areas in the Washtenaw County Cultural Master Plan include:

- Lifelong Arts and Education
- Creative Economic Development
- Capacity Building, Funding, and Investment
- Communications, Audience Development, and Advocacy
- Cultural Facilities
- Diversity and Access

Ann Arbor area residents decided to focus on the following strategic areas in Ann Arbor:

- Communications, Audience Development and Advocacy,
- Capacity Building
- Funding and Investment
- Diversity and Access

The group identified specific recommendations to address each of these strategic areas.

Community leaders understand that the future growth and success of the county is inextricably tied to the health and well-being of arts and culture that contribute to the area's quality of place. In a true collaborative effort, these leaders along with hundreds of grassroots individuals, have played and will continue to play a critical role in identifying the challenges outlined in the Washtenaw County Cultural Master Plan and Ann Arbor Area Working Plan, and will continue to help implement the recommended actions.

ANN ARBOR PRIORITY ACTIONS

Recommendations for Communications, Audience Development and Advocacy

Communications, Audience Development and Advocacy Vision Statement

To communicate the value of arts and culture to area residents, public officials, and visitors in a way that engages them and increases their awareness and understanding.

To foster a sense of creative community amongst cultural organizations and individual artists where communication can exist through media outlets, gathering spaces, and affinity groups.

To create an environment where all potential and current audience members feel welcome, comfortable, and invited to produce, support, and participate in arts and cultural experiences.

-Vision statement taken from Washtenaw County Cultural Master Plan

- **Increase communications and online presence of arts and cultural information, organizations, and artists in the Ann Arbor area**

What? A strong communications system between the arts and cultural sector in Ann Arbor will exist. Information about arts and cultural organizations, artists, events, exhibitions, and performances will be readily available. The online web portal – a3arts.org – will help foster communications between various groups and will also help connect the business, civic, education sectors to the creative sector.

Why? A centralized method of communication is not currently available in the Ann Arbor area. There are numerous arts and cultural events and activities occurring on a daily basis in Ann Arbor, and information is not always shared or easily accessible. There is a strong need to connect arts producers and consumers to relevant and timely information.

- **Explore options for consistent media coverage (online and print) for the arts and cultural sector and designate a central location for media tips and resources**

What? Arts and culture will have a strong media presence in Ann Arbor, with event previews and reviews consistently available to potential consumers. Media partnerships and collaborations will encourage arts advertising and editorial content, and an open line of communication will exist between the media and the arts and cultural community. As a result of increased media presence, the general public will be more aware of arts and cultural activities and more likely to consume and support them.

Why? As the local media market has undergone recent changes, there has been a need to continue to receive consistent arts and cultural coverage. A local printed newspaper is no longer in circulation; this has a direct effect on how arts and cultural information is being disseminated to the community. Reduced media coverage will impact patron awareness of local arts and cultural happenings, which may reduce attendance and thereby negatively impact the income generated by local cultural organizations and artists.

- **Increase collaborations and partnerships between arts and cultural organizations and other entities**

What? Strong partnerships exist between the arts and cultural community and the civic, business, education and other sectors. Collaborations between arts and cultural groups and additional entities are plentiful, and as a result, new connections and audiences are engaged in the community's rich arts and cultural offerings.

Why? Organizations and individuals are not always aware of what is going on, which at times has resulted in overlapping schedules and missed opportunities. Partnerships and collaborations need to be more proactively built between the arts and cultural community and with other sectors.

- **Articulate an Ann Arbor arts and culture brand and partner with other community promotional organizations to incorporate this identity in their marketing activities**

What? The arts and culture sector in Ann Arbor is recognized for its richness and vitality, and a consistent cultural brand is familiar to residents and visitors alike. Arts and culture is visible and thriving in the community. Ann Arbor is known for being an arts and cultural destination.

Why? Ann Arbor's cultural richness and diversity are both its strength and weakness. The city is known have being a cultural center and but there is no clear identity to the cultural offerings as a whole. With various cultural organizations each promoting their own unique messages, the area's cultural identity becomes further muddled. This lack of clarity can contribute to a lack of appreciation of the cultural sector's significant role in the local economy. It can also make it difficult for potential marketing partners, such as the Ann Arbor Area Convention & Visitors Bureau, to effectively promote the city's cultural assets. Efforts are necessary to encourage collaborative and consistent marketing of the area's arts and cultural sector.



Recommendations for Capacity Building

Capacity Building, Funding and Investment Vision Statement

To envision a publicly and privately financed fund that exists in perpetuity to support a stable, vibrant arts and cultural environment that will contribute to the economic and personal well-being of Washtenaw County residents, workers, and visitors.

-Vision statement taken from Washtenaw County Cultural Master Plan

- **Explore options for shared services between the arts and cultural organizations and artists**

What? Cultural organizations successfully collaborate to reduce expenses and increase productivity by sharing facilities and services. Independent artists partner with other artists and creative entrepreneurs to similarly cut costs and expand their creative output.

Why? Ann Arbor has numerous tiny to mid-sized cultural organizations that struggle independently with common tasks, such as bookkeeping and marketing. Similarly, area arts and cultural groups make independent purchases of services, such as telecommunications, and products, such as office supplies. By working together, arts and cultural organizations and artists can realize economies of scale in their purchasing as well as reduce overhead costs for expenses such as rent and utilities. Lowering these administrative costs will increase the funds these creative professionals have for their artistic and cultural endeavors.

- **Develop a mentorship program for future arts and cultural leaders; engage current talent in mentorship programs**

What? A strong mentorship program exists in which current arts and cultural leaders are able to prepare future arts and cultural leaders to effectively manage the area's arts and cultural organizations. Future leaders are able to learn best practices and management techniques first-hand from those who have been engaged in the field throughout their career. Ann Arbor is known for being a destination for arts managers who want to improve and cultivate a career in arts and culture.

Why? Ann Arbor is blessed to have some of the country's best arts administrators heading its cultural organizations. Within the next decade, however, it is anticipated that there will be a transition of leadership within a number of the city's arts and cultural organizations. As this transition occurs, much knowledge and skill could be lost. For independent artists, a comparable situation exists, in which seasoned artists and artisans are retiring from the sales circuit, taking years of experience with them. Many of these senior arts and cultural professionals are willing to share their knowledge with up-and-coming managers and artists, and this opportunity should not be lost. In addition, professionals from other fields, such as marketing and financial management, should be recruited to mentor independent artists and other creative entrepreneurs in these skills.

- **Position Ann Arbor to provide leadership and act an information resource for the county's arts & cultural sector**

What? Ann Arbor is positioned as the nucleus for support services, resources, and access to arts and cultural information in the county. In serving as the connecting point, Ann Arbor and the other six population centers in the County are able to work together more effectively to achieve goals and to support and sustain our area's rich arts and cultural offerings.

Why? Ann Arbor in many cases has more access to resources than many of Washtenaw County's other population centers, but does not always take a leadership role in supporting surrounding communities. Rather than have each community's arts and cultural sector function separately from each surrounding area, there is a need to work together to benefit the creative sector of the entire county. As a result, there will be increased awareness and access to funding support.

- **Develop strong partnerships and collaborations with the Schools**

What? Increased partnerships, collaborations, and communications exist between the arts and cultural sector and the education system (K-12) in Ann Arbor. Schools will have more access to the arts and cultural programming opportunities offered by local cultural organizations, and these organizations will be more aware of potential partnership opportunities with the schools. As a result, students will have an enriched arts educational experience that will complement their overall learning and will encourage a life-long interest in arts and culture.

Why? Ann Arbor is known for its rich arts and cultural offerings, but there is often a disconnect between the educational opportunities offered by area cultural organizations and the educational program offered by the schools. On the one side, cultural organizations report difficulty in connecting with the appropriate school personnel, while school administrators note a lack of time and funds to access outside cultural activities. As funding for schools dwindles, access to internally produced arts and cultural programs is decreasing. Developing partnerships between community cultural organizations and artists and Ann Arbor schools can be a cost-effective solution.

Recommendations for Funding and Investment

- **Build a stronger and more diverse funding base for Ann Arbor cultural organizations**

What? Ann Arbor cultural organizations are valued by area residents who are able to support these organizations through a variety of mechanisms. Cultural organizations of all sizes have the knowledge and ability to access a variety of vehicles for generating funds.

Why? Ann Arbor has one of the densest concentrations of cultural organizations and independent artists of any community in Michigan and community boosters regularly point to the cultural sector with pride when talking about the city. And yet, organized financial support for the cultural sector is surprisingly lacking. Unlike many other communities – including those with far fewer cultural assets – Ann Arbor offers no governmental support for its cultural organizations. The community also lacks the deep-pocketed institutional support provided by foundations such as the Gilmore Foundation in Kalamazoo or the Charles Stewart Mott Foundation in Flint. As a consequence, each cultural organization scrambles independently to generate funds from a generous but limited pool of donors. New vehicles for collecting contributions and generating earned income need to be developed to enable Ann Arbor’s cultural organizations to survive and thrive.

- **Develop a promotional campaign that emphasizes the value of philanthropy in Ann Arbor**

What? A culture of giving is part of the ethos of living in Ann Arbor. Residents take pride in their role as financial stewards of the community’s nonprofit sector. Corporations characterize themselves by their involvement in the financial well-being of their selected charities.

Why?

- **Develop a partnership with the Ann Arbor Area Community Foundation to explore estate planning, legacy gifts, bequests, workplace giving and other methods to increase contributions to Ann Arbor cultural organizations**

What?

Why?

| Recommendation | Implementation Partners | Start Date | First Steps | Resources |
|---|--|-------------------|---|---|
| Communications, Audience Development and Advocacy | | | | |
| Increased communications and online presence of arts and cultural information, organizations, and artists in the Ann Arbor area | Arts Alliance, Media, Ann Arbor Area Convention & Visitors Bureau, Ann Arbor Communications Task Force | Short term | Continue conversations with Arts Alliance as new county-wide website is developed and launched; develop list of websites that currently post event/program information; Encourage arts and cultural community to actively use a3arts.org | Arts Alliance, Ann Arbor Area Convention & Visitors Bureau |
| Explore options for consistent media coverage (online and print) for the arts and cultural sector and designate a central location for media tips and resources | Arts Alliance, media, arts & cultural organizations | Short term | Initiate conversations with local media; develop relationship with local writers; research and post media resources | Arts Alliance, WEMU |
| Increased collaborations and partnerships between arts and cultural organizations and other entities | Library, Parks, arts & cultural organizations, city, ArtWalk | Short/Medium term | Centralized location/point for information and opportunities to be found; encourage collective and cross marketing between organizations; develop or distribute map similar to ArtWalk map of local offerings | Arts Alliance |
| Develop and campaign the identity/brand for arts and culture in Ann Arbor and develop a campaign to communicate the value and health of the local creative sector | Arts Alliance, arts & cultural organizations, interested citizens | Short term | Create a logo/icon for arts and culture in Ann Arbor; Market the value of the arts through the use of local art; Build cross-sector partnerships to aid in campaign; Develop a media kit for arts and culture that can be used and distributed to visitors and an internal audience; Employ strong social media techniques to communicate message | Arts Alliance, arts & cultural organizations, university, Ann Arbor Area Convention & Visitors Bureau, Think Local First, Pure Michigan |
| Capacity Building | | | | |
| Explore options for shared services between arts and cultural organizations and artists | Arts Alliance, NEW, Cultural Alliance of SE Michigan | Short term | Explore potential shared services that would be of value to organizations (i.e., ticketing, bookkeeping, marketing, meeting spaces, equipment); Identify organizations to participate in pilot program of shared services | Arts Alliance, arts/cultural organizations, artists groups, NEW, Chamber, SPARK |
| Develop a mentorship program for future arts and cultural leaders | NEW, Arts Alliance, WCC, EMU, U-M | Medium term | Explore existing mentorship models and best practices; Determine what opportunities are already available; Identify potential arts/cultural mentors; Develop partnerships with relevant agencies to partner in the program | Arts Alliance, SPARK, NEW, Emerging Leaders Network, arts/cultural organizations, artists groups |

| Recommendation | Implementation Partners | Start Date | First Steps | Resources |
|---|--|---------------------|--|---|
| Capacity Building (cont.) | | | | |
| Position Ann Arbor to provide leadership and act as an information resource for county's arts & cultural efforts | Arts Alliance, NEW, Washtenaw County, WISD | Short term | Determine ways that Ann Arbor can support county-wide arts and cultural efforts; Identify a committee to oversee work of customized cultural plans and be responsible for connecting population centers to resources and information as needed. | NEW, WISD, County, SPARK |
| Develop strong partnerships and collaborations with the area schools | WISD, Arts Alliance | Short / Medium term | Explore existing models and best practices in arts education; Develop a regional partnership as well as partnerships between organizations and artists | University Musical Society, Ann Arbor School for the Performing Arts, Kalamazoo |
| Funding and Investment | | | | |
| Build a stronger and more diverse funding base for Ann Arbor area organizations | Arts Alliance, Community Foundation | Short/Medium term | Brainstorm ways that resources can be shared and partnerships can be developed; Employ new technologies when fundraising; Research best practices and innovative approaches; Target specific groups (business community, alumni...etc.) to increase the local funding pool | Parks, Library, City, NEW, United Way, Community Foundation |
| Develop a promotional campaign that emphasizes the value of philanthropy in Ann Arbor | Arts Alliance, A2Geeks | Short/Medium term | Recognize and showcase the individuals and business that give back to the community; Create a campaign that encourages philanthropy for new and existing donors | |
| Develop a partnership with the Ann Arbor Area Community Foundation and explore estate planning, legacy gifts, bequests, work place giving and outreach to specific groups/communities | Arts Alliance, Ann Arbor Area Community Foundation | Short term | Arrange a brainstorming meeting with the AAACF to discuss next steps with fundraising and share ideas about collaborative/participatory fundraising | |
| Diversity and Access | | | | |
| Encourage increased awareness about accessibility & diversity issues (transportation, facilities, education. programming) | AATA, schools, library | Medium term | Determine what is currently being done locally to support diversity & accessibility efforts; develop a list of accessible venues; engage community in educational campaign; encourage diversity of programming & events | AATA, Diversity Taskforce, schools, library, University of Michigan |

WHAT WE KNOW ABOUT ARTS AND CULTURE IN WASHTENAW COUNTY

Arts and culture are important to the quality of life and well being of Washtenaw County. This fact was well documented in the data collected to create the Washtenaw County Cultural Master Plan.¹ The following provides highlights of what we know about arts and culture in Washtenaw County and comes from the information gathered in the cultural plan's online survey, focus groups, artists' census, and creative economy analysis.

People in Washtenaw County Value Arts and Culture

- 63% said arts and cultural programs were very important to their choice to live in Washtenaw County.
- 75% said that business support for arts and culture made a difference when they chose what businesses to patronize.

Many Businesses Recognize the Value of Arts and Culture to the Bottom Line

- 63% said that access to arts and culture was important in their decision to locate or keep their businesses in Washtenaw County.
- 57% thought access to arts and cultural programs was important in helping to recruit and retain qualified workers.

The Creative Sector Plays a Distinct Role in the County's Economy

- 4.6% of the county's total workforce works in the creative economy.
- 10% of the county's total payroll is generated by the creative economy.
- 823 students from the University of Michigan and Eastern Michigan University earned degrees related to the creative economy in 2007.

The Quality of Our Cultural Offerings is Generally High, but not Everyone has Access to Them

- 88% were satisfied with the quality of arts, heritage, and interpretive science programs in their community.
- 66% felt that good science and arts education is not equally available to students throughout the county.

Artists (visual, performing, and literary) are a Significant Force in Washtenaw County

- 2,530 individuals responded to the Artists' Census and were classified as *Washtenaw County Artists*. Of these, 1,173 individuals satisfied criteria and were identified as *Working Artists*.

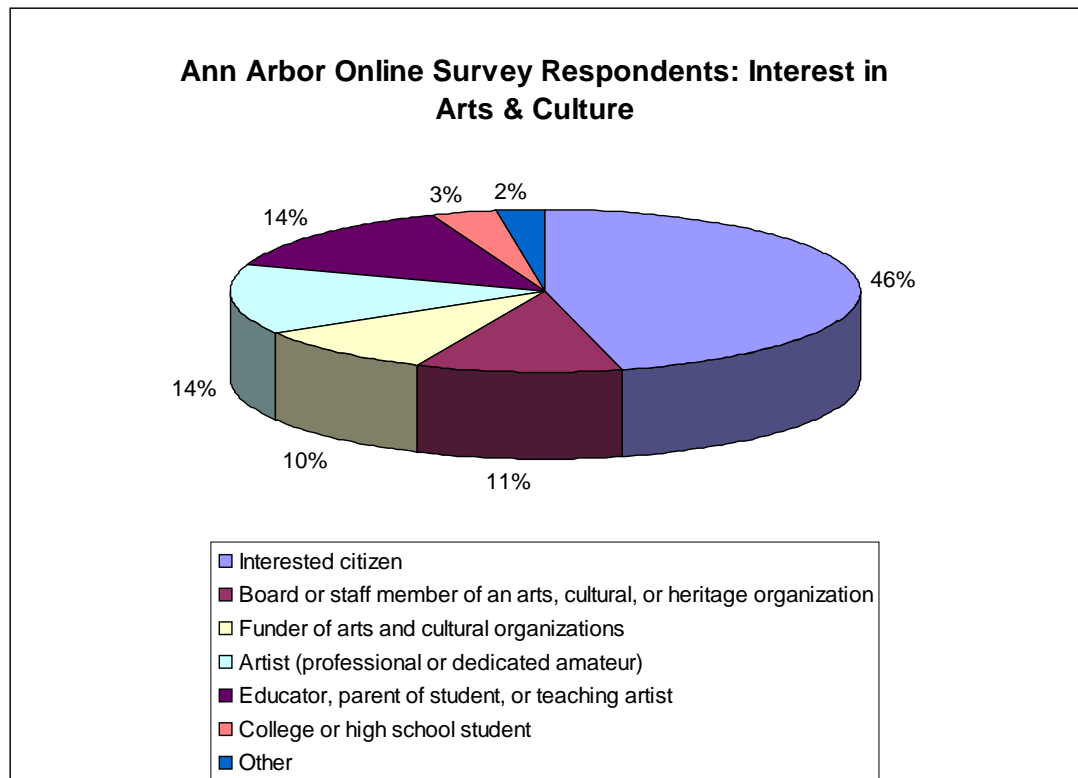
¹ This data is reported in the following documents, which can be accessed at http://a2artsalliance.org/initiatives_culturalplan.asp:

- *Washtenaw County Cultural Assessment Online Survey Report*
- *Washtenaw County Cultural Assessment Community Forums Full Archival Report*
- *2008 Artists' Census Report*
- *The Creative Economy Analysis conducted by Ann Arbor SPARK, 2008*

WHAT WE KNOW ABOUT ARTS AND CULTURE IN ANN ARBOR

ONLINE SURVEY

The Arts Alliance conducted an online survey between October 2007 and January 2008 to gather information about residents' attitudes toward arts and culture in Washtenaw County. Nine-hundred eighty-nine Ann Arbor residents responded to the 52-question survey, representing 64% of the 1,535 survey respondents who completed the survey. Ann Arbor residents identified themselves as follows:



ARTISTS' CENSUS

The Washtenaw County Artists' Census was administered by the Arts Alliance as part of the cultural plan. This census ran from April 1 through May 17, 2008. One thousand six hundred seventy-seven artists from Ann Arbor responded to the census, representing more than a 1% response rate relative to Ann Arbor's population. Eight hundred one Ann Arbor artists were identified as *Working Artists*.²

²*Working Artists* were classified based on meeting all of the following criteria: 1) self-defines as an artist; 2) works as a visual, performing, or literary artist; 3) spends 40 or more hours a month on his/her creative field; and 4) shares his/her artwork beyond family and friends. Criteria was adapted from *Crossover: How Artists Build Careers across Commercial, Nonprofit and Community Work*, a publication produced by Dr. Ann Markusen of the University of Minnesota.

FOCUS GROUP MEETINGS

As part of its research for the Washtenaw County Cultural Plan, the Arts Alliance held three small discussion groups, or “community forums,” in Dexter to gather in-depth resident input. These forums were held between October 2007 and January 2008. Some of the key issues that came up in these forums included:

Ann Arbor Assets – What’s special about Ann Arbor?

- **Citizens are engaged and creative** Ann Arbor citizens are diverse, actively engaged in civic affairs, volunteer, and participate in education and cultural programs. The community is generally tolerant and welcomes diversity. While college students come and go, the population is relatively stable, as people intentionally choose to live here. Donors are generally generous. Audiences are literate and supportive of cultural offerings. The population is higher educated and more affluent than much of Michigan. There is a concentration of artists in Ann Arbor.
- **Big city cultural opportunities with small city values** Ann Arbor has a national reputation as a highly desirable place to live. The city has a “fringe” or “alternative” feel that is accomplished in just a few other university towns (such as Madison or Boulder). There are many cultural organizations, cultural opportunities, bookstores, and artists. Forum participants described a wide range of good quality cultural opportunities that appealed to a variety of interests and ages. These are well distributed throughout the city. People in the cultural community know each other. Streets are walkable and safe. The community feels relatively prosperous.
- **Higher Education** The University of Michigan is a significant force that offers and influences cultural opportunities throughout the city and county. The University’s visual and performing arts venues serve students and the larger community. The University community also performs, volunteers, and attends community-based cultural programs.
- **Good arts education and opportunities** Arts education is a priority for Ann Arbor public schools. Forum participants said that music education is particularly strong. The city has after-school and out-of-school opportunities for children, youth, and teens.
- **Creative industries** Ann Arbor continues to be an attractive location for creative industries. Significant among these are the newly arrived Google, along with such well established industries as book publishing, and local artisans who build commissioned string instruments.
- **Location** Ann Arbor’s proximity to Detroit and an international airport provides more opportunities in the region. Interest in adding an arts and cultural component to the Aerotropolis project should be considered.

- **Resources** Ann Arbor has more funding and other resources than many other communities in Michigan.
- **Renewed emphasis on downtown** The city's interest in attracting more people to live and work downtown creates opportunities for cultural organizations.

Ann Arbor Challenges

- **Funding** There is no municipal arts funding. Pfizer's departure put a big hole in corporate giving and also pulled out board members, key volunteers, and audiences. There are a large number of nonprofit organizations relative to the size of the city and the donor base. Competition is significant among cultural organizations and between cultural needs and social/human services. Donors say they're over-tapped.
- **Facilities** People describe the need for a multi-media cultural center. Artists report it's difficult to find affordable studios and housing. Venues for live music are scarce. Fine art galleries have a difficult time surviving in Ann Arbor.
- **Opportunities for younger artists** The next generation of artists struggles for recognition. Artists seek networking. They want opportunities to show, sell their work, and perform. Some artists described a migration to Detroit, reversing the trend of previous generations of artists who found Ann Arbor an inviting alternative.
- **Communications** Forum participants asked for better, and timelier information about cultural events and opportunities. There is no central ticketing system. Some expressed the need for more art reviews and criticism in the news media. Cultural organizations have no dependable way to communicate with the school system.
- **Finite market** While the Ann Arbor audiences are supportive, the total audience is small relative to the number of cultural producing and presenting organizations.

A Vision for Ann Arbor: What might this community look like in five years?

- **Vibrant and sustainable cultural sector** Forum participants envisioned a lively cultural community. In 2013, nonprofit cultural organizations are strong. Creative businesses thrive. Cultural programs continue to attract audiences from throughout the region. Citizens value arts and heritage.
- **Culture well integrated with community and economic development** In five years, civic and business leaders appreciate the economic impact of a strong cultural sector. Planners and developers are

concerned about aesthetics. Creative people and creative businesses are attracted to Ann Arbor. Talented students remain after graduation.

- **Adequate funding** In 2013, funds from diversified sources help sustain the nonprofit cultural sector. Municipal and county funding helps balance growing support from individuals, businesses, and foundations. A new generation of philanthropists replaces their parents as generous investors in arts and culture.
- **Arts services** In 2013, the Arts Alliance has more capacity and is able to deliver increased services to nonprofit cultural organizations, artists, and creative businesses.
- **Artist opportunities** Artists have access to affordable housing and studio spaces. One or more incubator spaces nurture younger and experimental artists. Networking opportunities abound. Galleries and performance venues present local artists as well as national and international artists. Developing artists get training and assistance with their creative businesses.
- **Generational shift in leadership** A new generation of community leaders, cultural entrepreneurs, artists, and philanthropists take the reins as the baby boomers retire.
- **Stable economy** In five years, a more stable economy creates jobs. Creative industries are critical to the shift.
- **Comprehensive, arts integrated education** A strong public education system in 2013 integrates arts into all academic disciplines. Arts specialists offer a comprehensive education in visual and performing arts to all students. Visiting artists, field trips to community cultural institutions, and outreach programs from these organizations enrich students' learning. The University of Michigan is well connected with schools.
- **Greening of Ann Arbor** Ann Arbor in 2013 is a green community. Greenways add to the city's environment and livability. Streets remain walkable. Public art enhances public spaces.

The above data about Ann Arbor drawn from the Washtenaw County Cultural Assessment Online Survey Report, Washtenaw County Cultural Assessment Community Forums Full Archival Report, 2008 Artists' Census Report, and The Creative Economy Analysis conducted by Ann Arbor SPARK, 2008.

Data from forums collected and narrative written by Cultural Plan Associate Consultant, Susan Badger Booth.

ANN ARBOR COMMUNITY INPUT

The following individuals participated in at least one of the three public meetings held in Ann Arbor to work on the Ann Arbor Working Plan. Meetings included a public forum and two working group meetings.

These individuals have demonstrated a strong interest for arts and culture in their community. They could serve as the nucleus to oversee the implementation of this plan.

Jill Ault
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Mary Morgan
Eli Neiburger
Els Nieuwenhuijsen
Margaret Parker
Deb Polich
Pat Pooley
Scott Rosencrans
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Omari Rush
Chelsea Sadler
Leah Schew
Kay Seaser
Elaine Selo
Ingrid Sheldon
Martin Soo Hoo
Katherine Talcott
Riley Trumbull
Bonnie Valentine
Stephanie Weaver
John Weiss
David Wolber

ACKNOWLEDGMENTS

Special thanks to all the individuals who have helped the Ann Arbor Working Plan come to fruition.

Every effort was made to include the names of those individuals that participated in this process. Please excuse any omissions, misspellings or other oversights.

Photo Credits

Front cover:

Row (from left to right)

Eastern Michigan University

Ann Arbor Symphony Orchestra

Ann Arbor Hands-On Museum

Column (from top to bottom)

Ann Arbor Street Art Fair

University Musical Society

Ann Arbor Farmers Market

Background Information:

Angela Martín-Barcelona

Ann Arbor Symphony Orchestra

The Ann Arbor Working Plan, Initial Steps for implementing the Washtenaw County Cultural Master Plan in the Ann Arbor Area was written in November 2009 by Angela Martín-Barcelona, Marketing Director, Arts Alliance. Susan Badger Booth, Assistant Professor, Department of Communication & Theater Arts at Eastern Michigan University wrote the summation of the Ann Arbor focus group meetings. Tamara Real, President, Arts Alliance, served as Project Manager.

For more information about the Ann Arbor Working Plan, please contact:
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