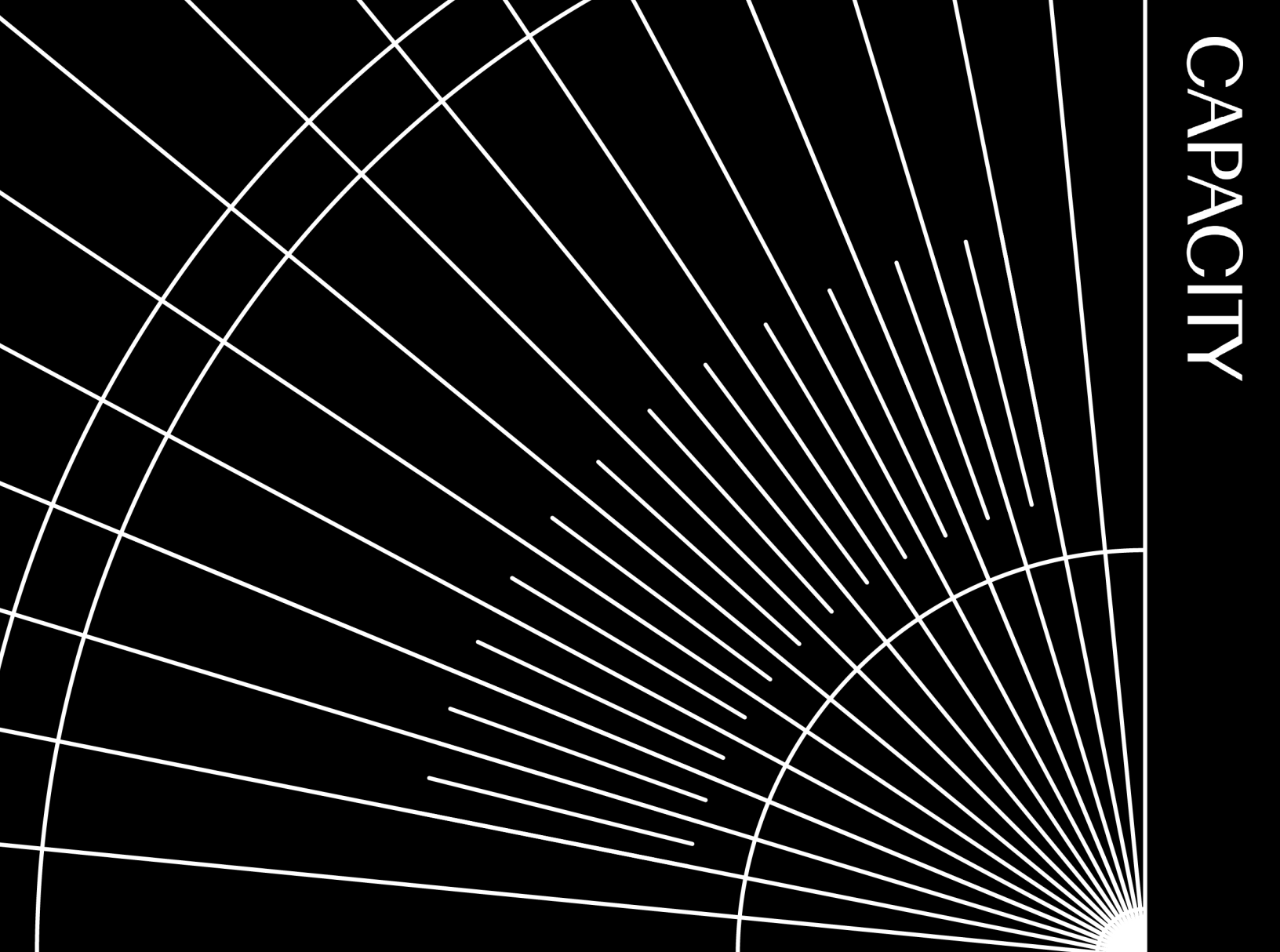




CAPACITY

THE STATE OF AI & THE ARTS 2026

A survey of 214 arts and culture professionals on
AI adoption, attitudes, and organizational readiness.

KEY FINDINGS AT A GLANCE

KEY FINDING 1

AI Use Is Growing, but Most Organizations Are Still Early in Adoption

The arts and culture sector is making meaningful progress with AI. Most organizations report using AI more than they did a year ago, and the conversation has largely shifted from curiosity to practical application. However, adoption remains uneven. AI use is concentrated in a handful of tasks, often driven by individual staff members rather than organization-wide strategies, and some organizations have yet to begin.

KEY FINDING 2

Staff Are Moving Faster Than Their Organizations

One of the clearest findings from this year's survey is that AI adoption is being driven by individuals, not institutions. Staff members are exploring and using AI, but many organizations have yet to establish the policies, ownership, training, and support needed to scale those efforts. The biggest AI gap isn't between organizations using AI and those that aren't, but between individual adoption and organizational readiness.

KEY FINDING 3

Concerns Are Becoming More Practical and Mission-Focused

As AI adoption grows, concerns are evolving. In 2025, many respondents focused on broad issues such as accuracy, authenticity, and the rapid pace of change. In 2026, organizations are expressing more specific concerns shaped by firsthand experience with AI.

This shift reflects a deeper understanding of where AI creates risk and uncertainty. Respondents are increasingly focused on questions that directly relate to their missions, audiences, artists, and organizational values. As the sector gains experience with AI, the conversation is becoming less theoretical and more grounded in the realities of arts and culture work.

[LEARN MORE](#)

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METHODOLOGY

This report is based on survey responses from 214 arts and culture organizations collected in 2026. Year-over-year (YoY) comparisons reference Capacity's 2025 State of the AI and the Arts survey.

When questions remained consistent across both surveys, results are compared using percentages. When question wording changed, comparisons are described as directional trends rather than direct statistical comparisons.

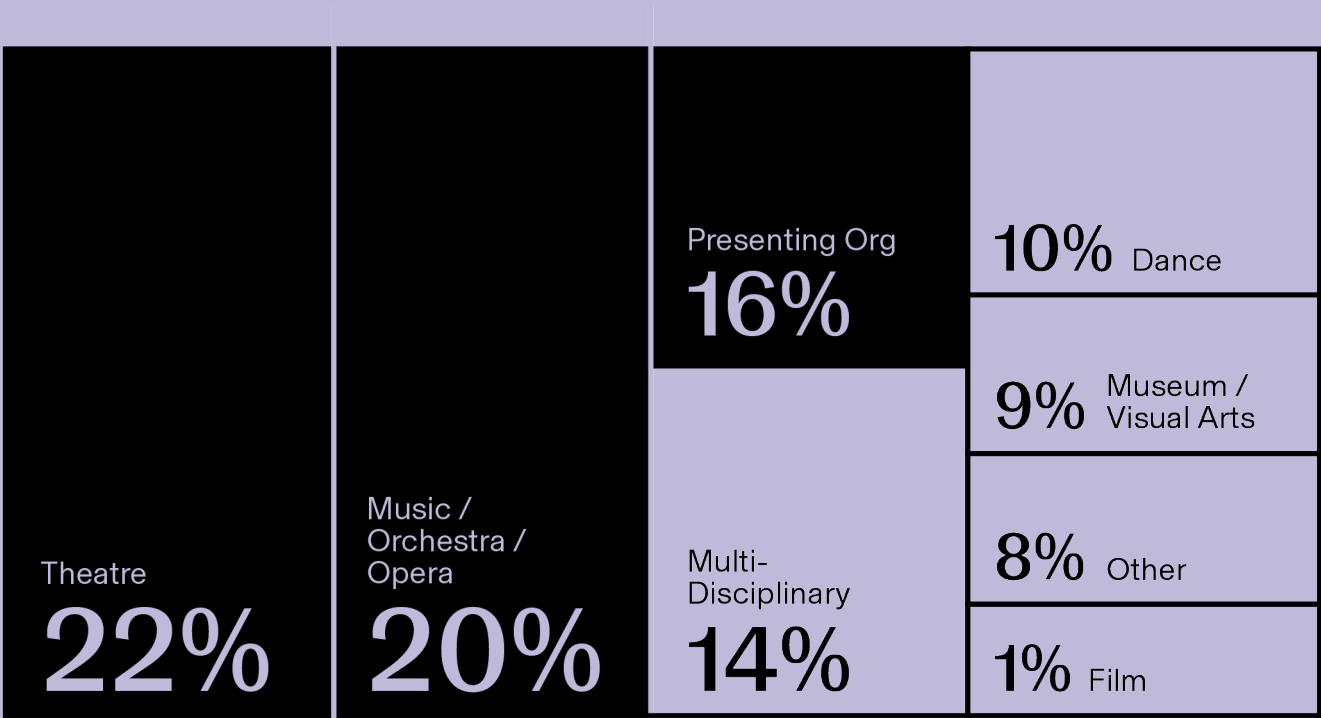
Responses to open-ended questions—including concerns, opportunities, automation use cases, and organizational challenges—were analyzed for common themes. Themes are presented in order of frequency, reflecting how often they were mentioned rather than as exact percentages.

Quotes included throughout the report come directly from survey respondents and have been lightly edited for length and readability.



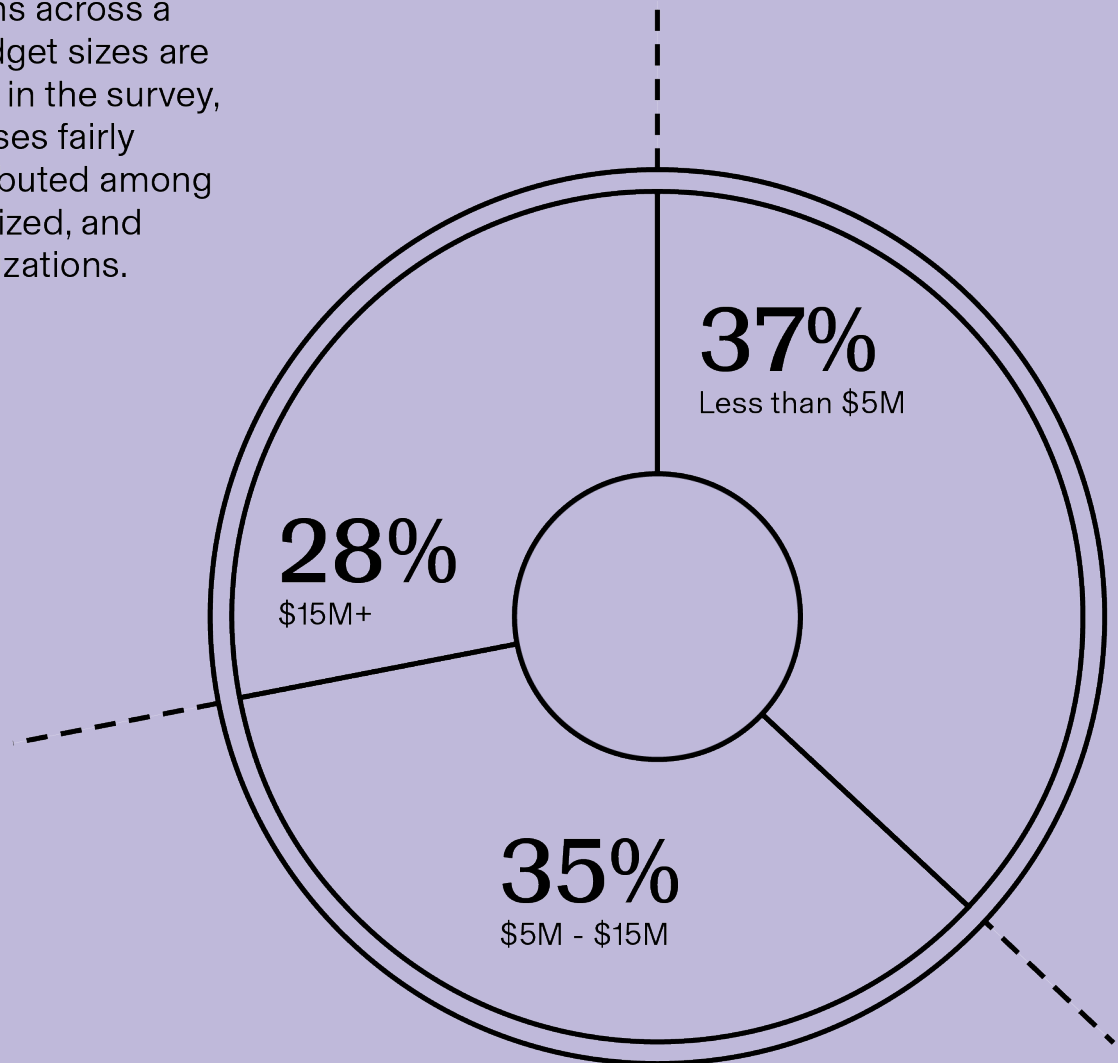
ARTS REPRESENTATION IS DIVERSE, BUT NOT EQUAL

Music, presenting, and theatre organizations make up more than half of all survey respondents.



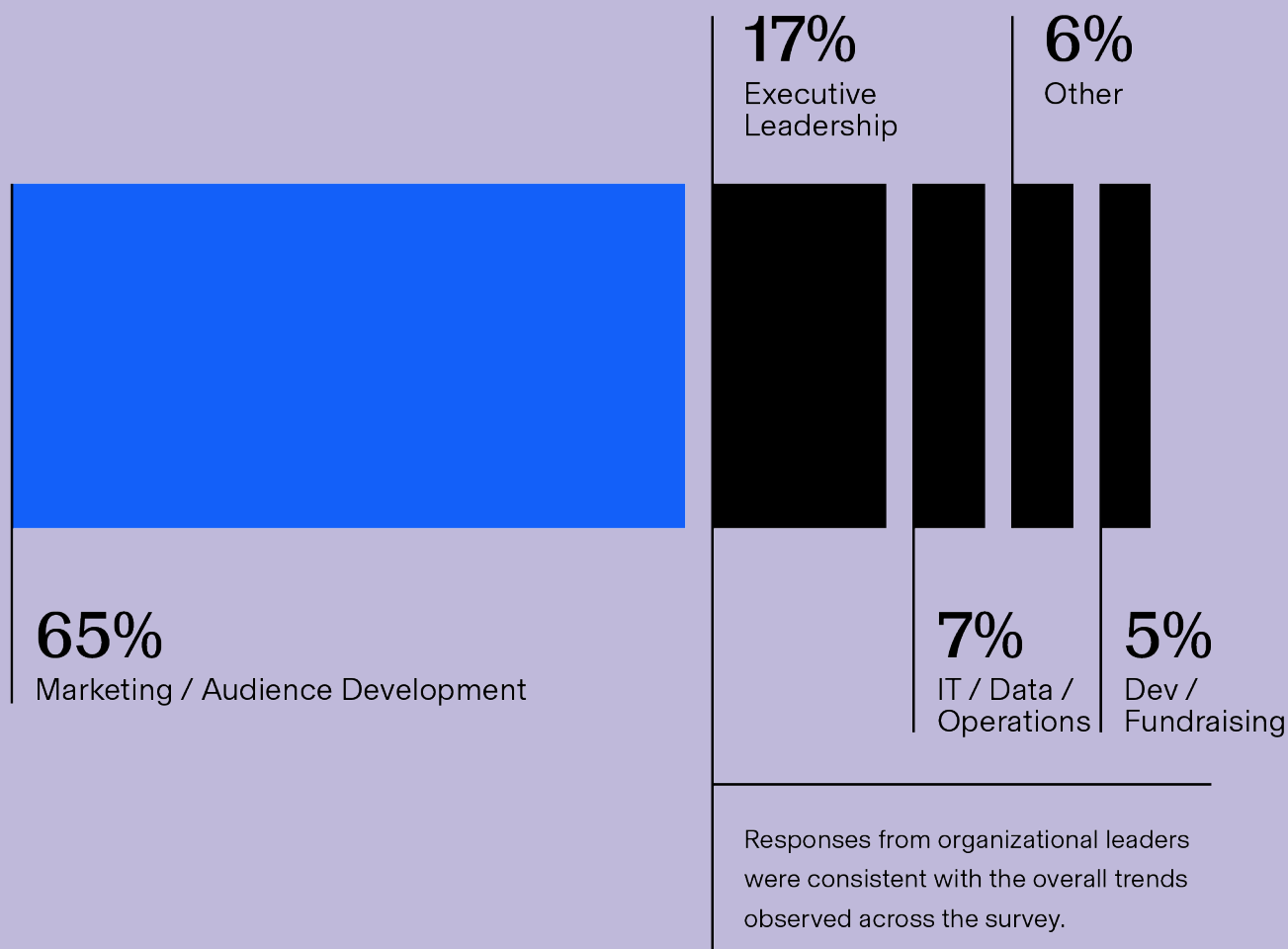
ORGANIZATIONS OF ALL BUDGET SIZES ARE WELL REPRESENTED

Organizations across a range of budget sizes are represented in the survey, with responses fairly evenly distributed among small, mid-sized, and larger organizations.



MOST RESPONDENTS WORK IN MARKETING OR DEVELOPMENT

Survey respondents work in marketing or audience development roles, with additional representation from leadership, operations, development, and other departments.



SECTION 1

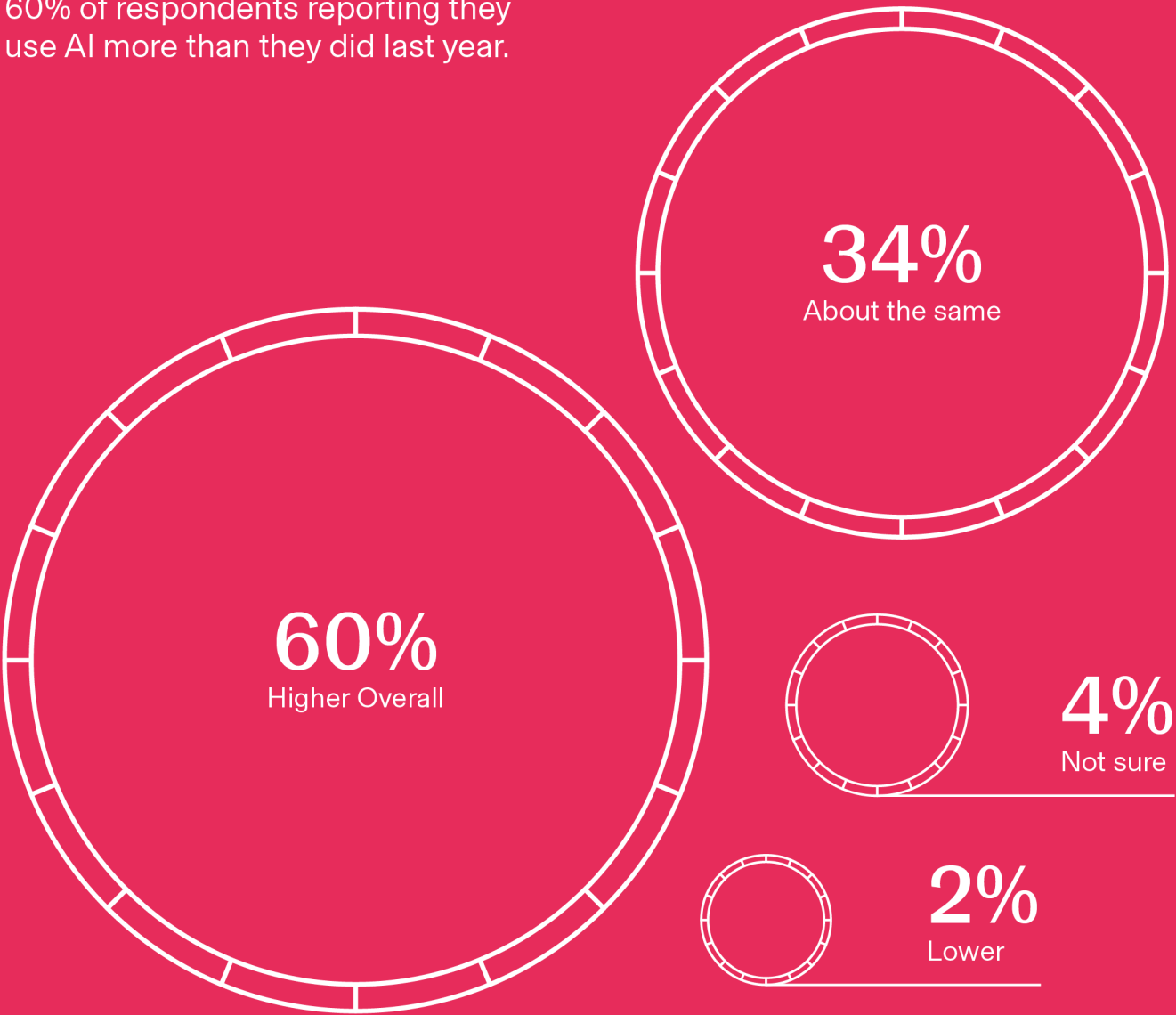
AI USE IS GROWING, BUT MOST ORGANIZATIONS ARE STILL EARLY IN ADOPTION

AI adoption is gaining momentum across the arts and culture sector. Compared with a year ago, most organizations are using AI more frequently, reflecting a shift from curiosity to practical use. Still, adoption varies widely. Many organizations rely on AI for only a few common tasks, often through individual experimentation rather than coordinated strategy, and some have not yet started using it.



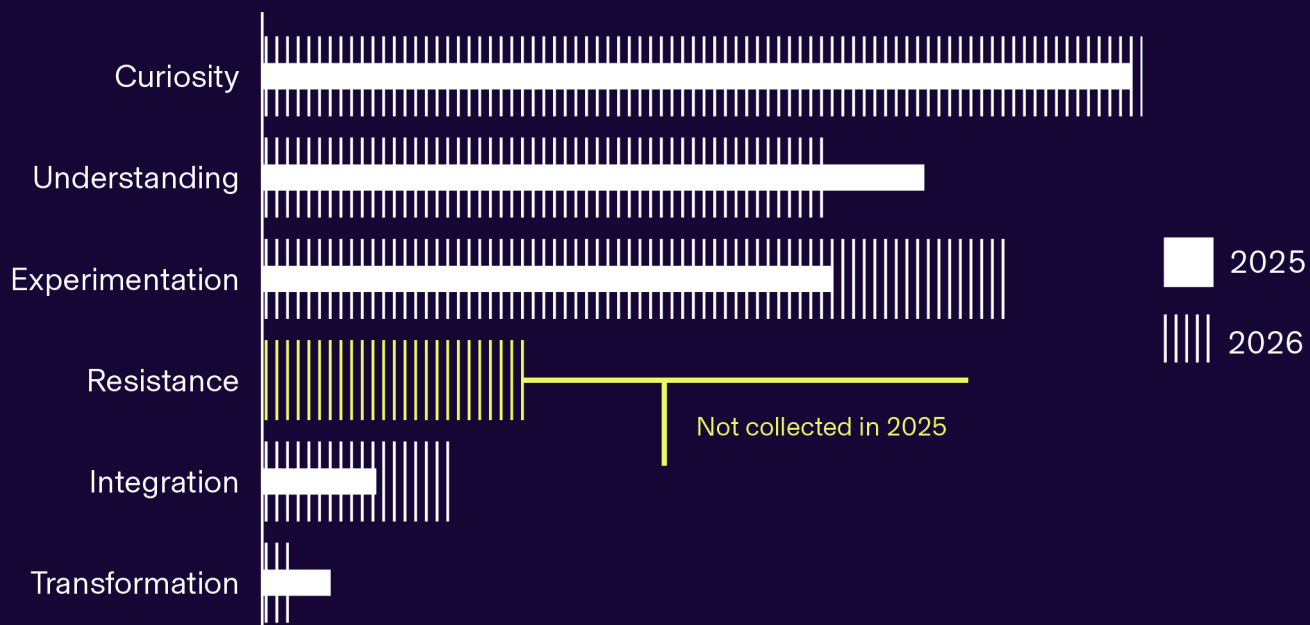
AI USAGE CONTINUES TO GROW

AI usage is trending upward, with 60% of respondents reporting they use AI more than they did last year.



MOST ORGANIZATIONS ARE STILL EARLY IN THEIR AI JOURNEY

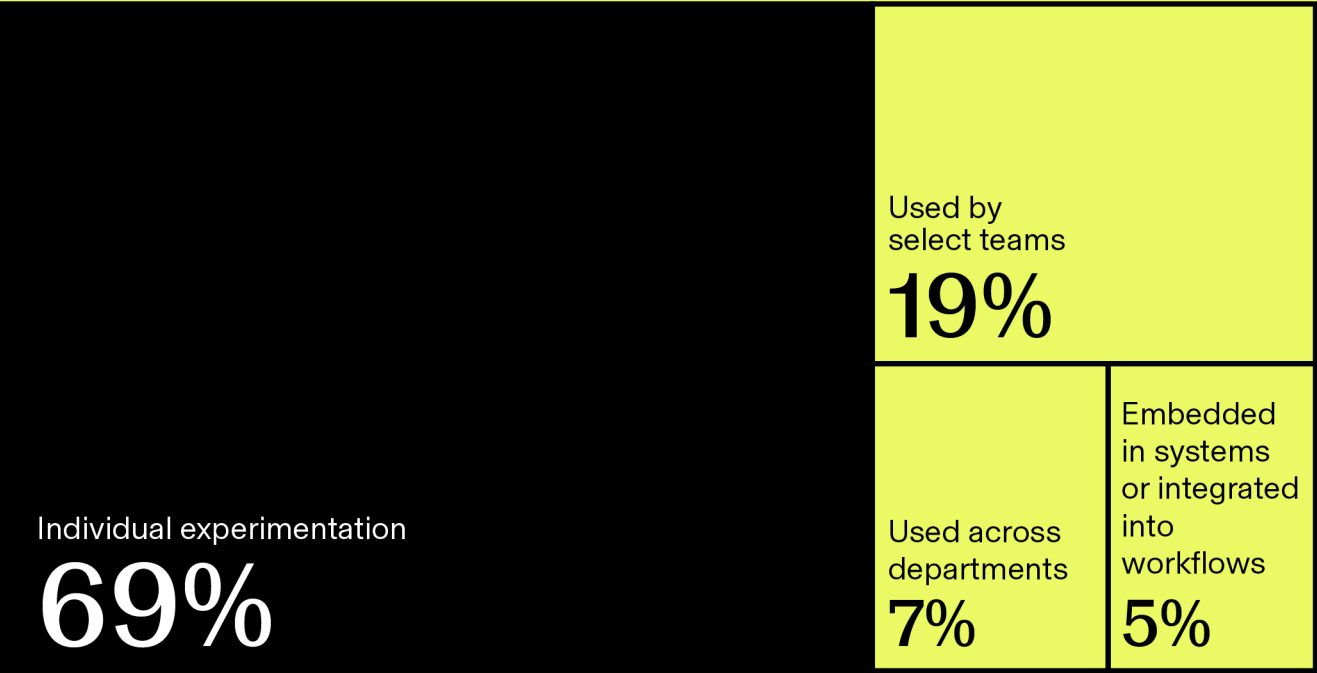
Curiosity and experimentation lead at an organizational level.

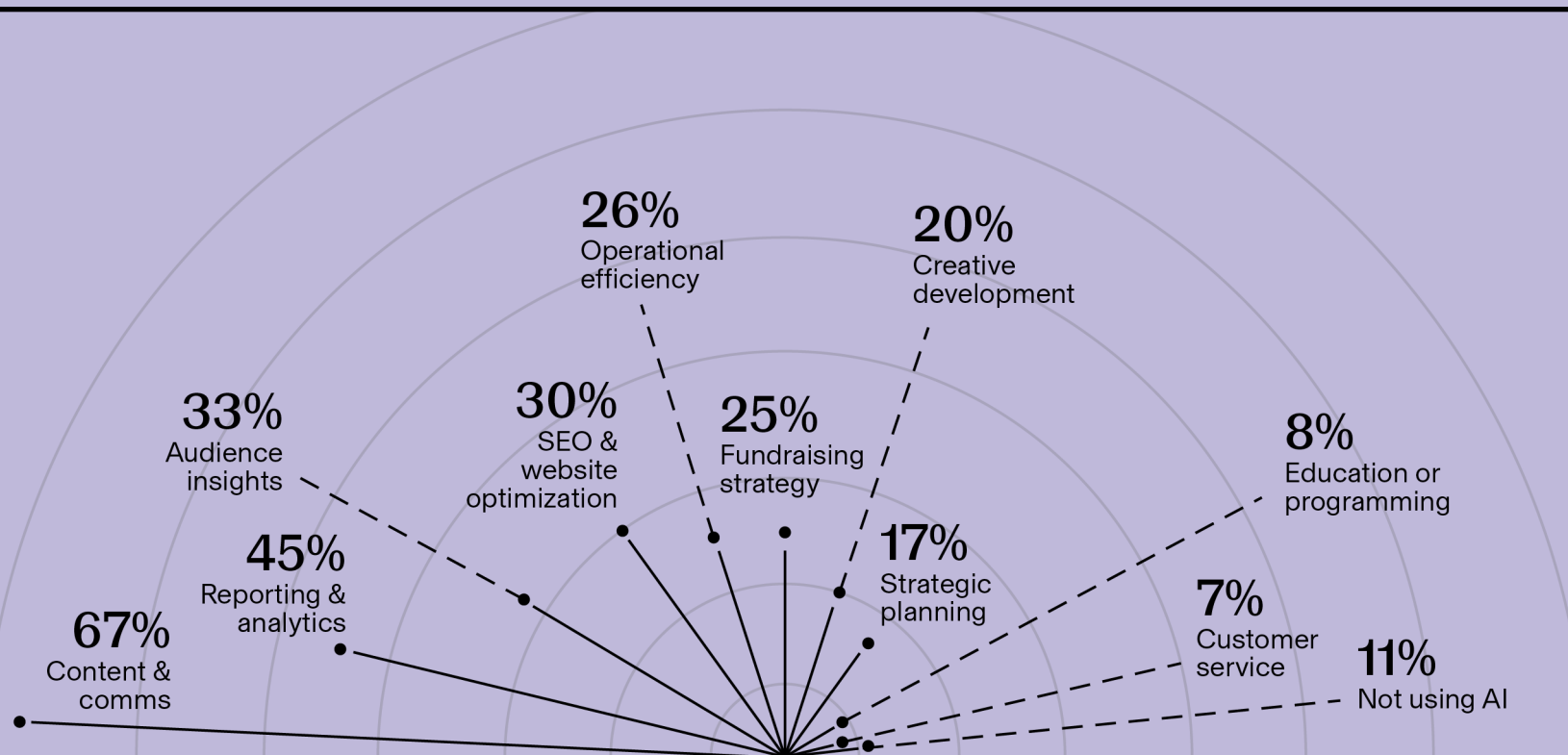


Arts organizations are earlier in their AI journey than other industries. Just 8% of arts marketers are in the integration or transformation phase, compared to 53% of professionals outside the industry. ([SmarterX](#)).

AI ADOPTION IS STILL DRIVEN BY INDIVIDUALS

AI adoption remains largely decentralized, with individual staff members leading usage and experimentation. This can create uneven knowledge, inconsistent practices, and a lack of shared understanding across organizations.





AI USE IS EXPANDING BEYOND CONTENT AND COMMUNICATIONS

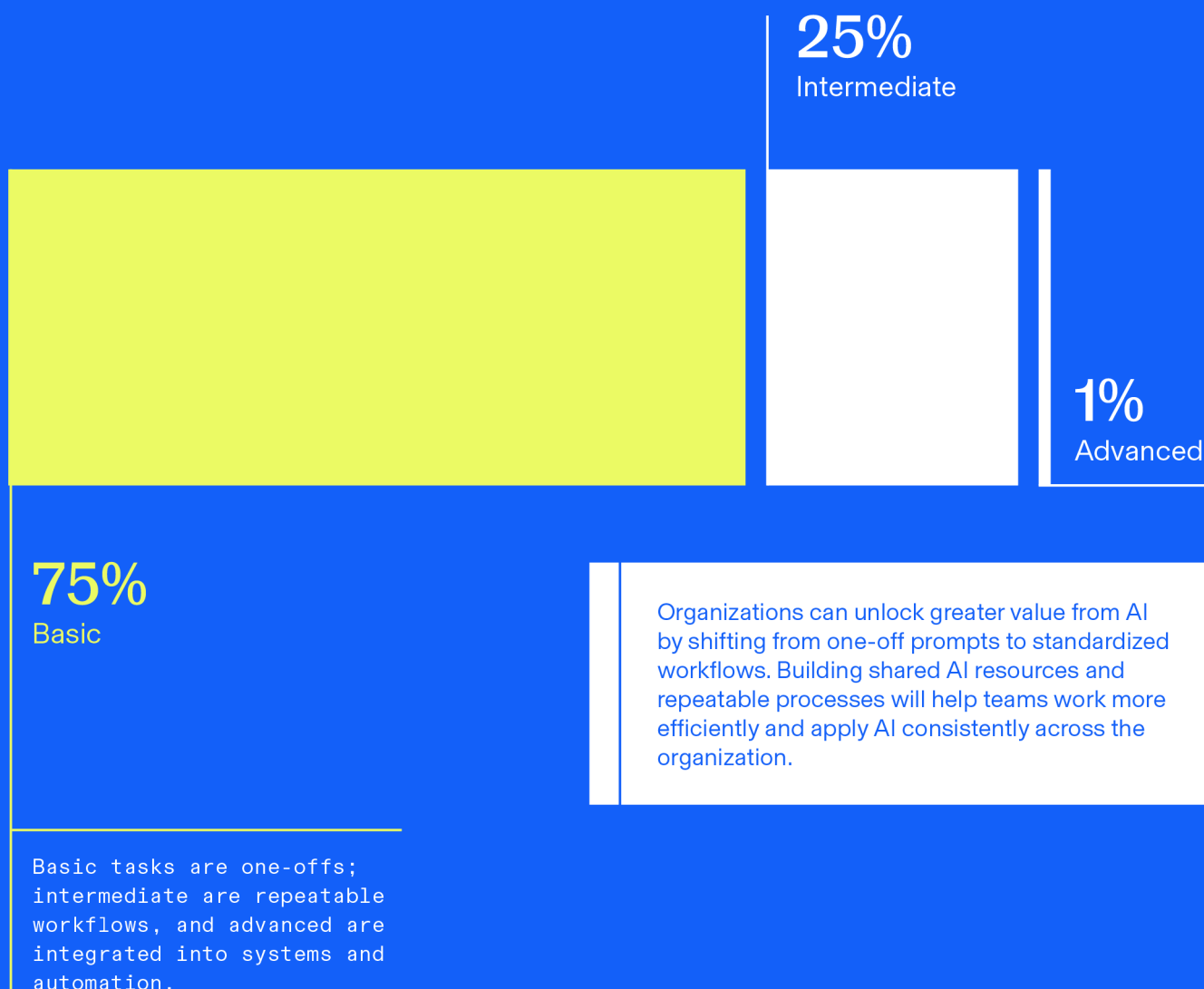
This data shows where organizations are currently using AI.

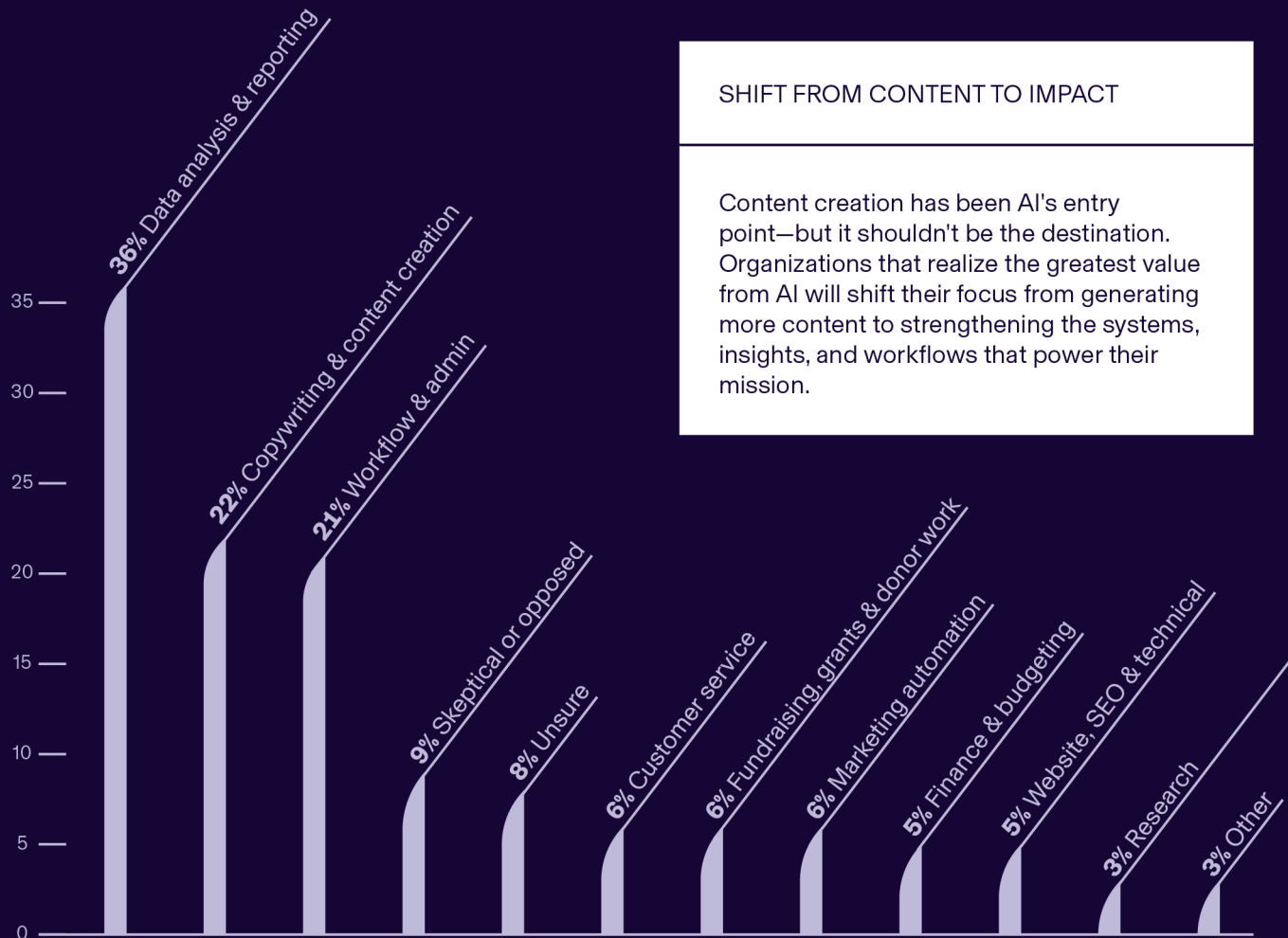
ADVANCE AI ACROSS YOUR ORGANIZATION

Moving beyond content-focused applications will be key to realizing AI's full value. By applying AI to analysis, planning, fundraising, and operations, organizations can unlock new efficiencies and strengthen decision-making.

ONE-OFF TASKS STILL DOMINATE AI USE

Most organizations are using AI for individual tasks rather than repeatable workflows or integrated systems.





SHIFT FROM CONTENT TO IMPACT

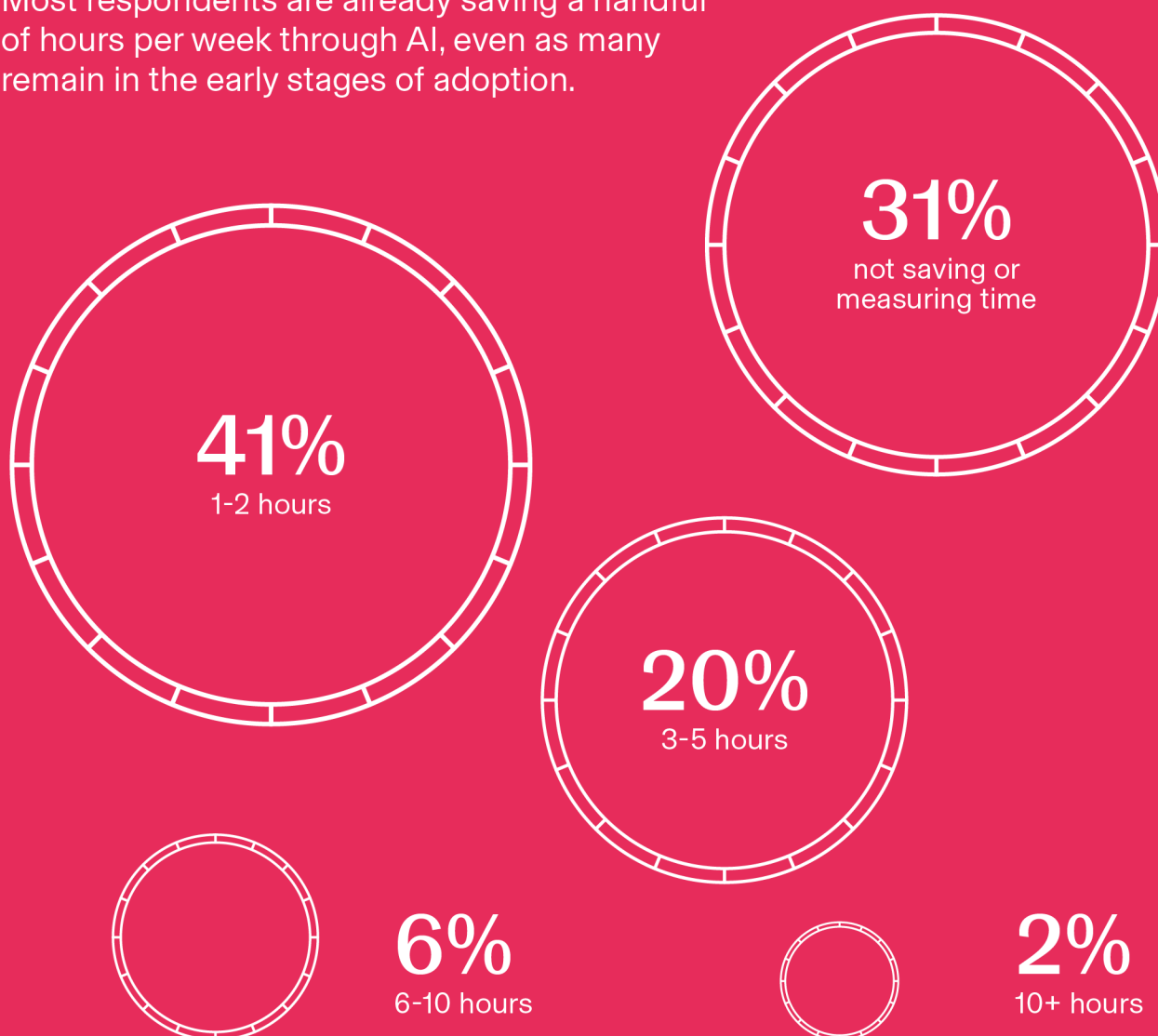
Content creation has been AI's entry point—but it shouldn't be the destination. Organizations that realize the greatest value from AI will shift their focus from generating more content to strengthening the systems, insights, and workflows that power their mission.

ORGANIZATIONS ARE LOOKING TO EXPAND AI USE

Data analysis and reporting emerged as the most requested area for automation, surpassing copywriting and content creation, which remain the most common AI use cases today. Workflow and administrative tasks, such as meeting notes, scheduling, and inbox management, followed closely behind.

MOST RESPONDENTS SAVE 1-5 HOURS PER WEEK WITH AI

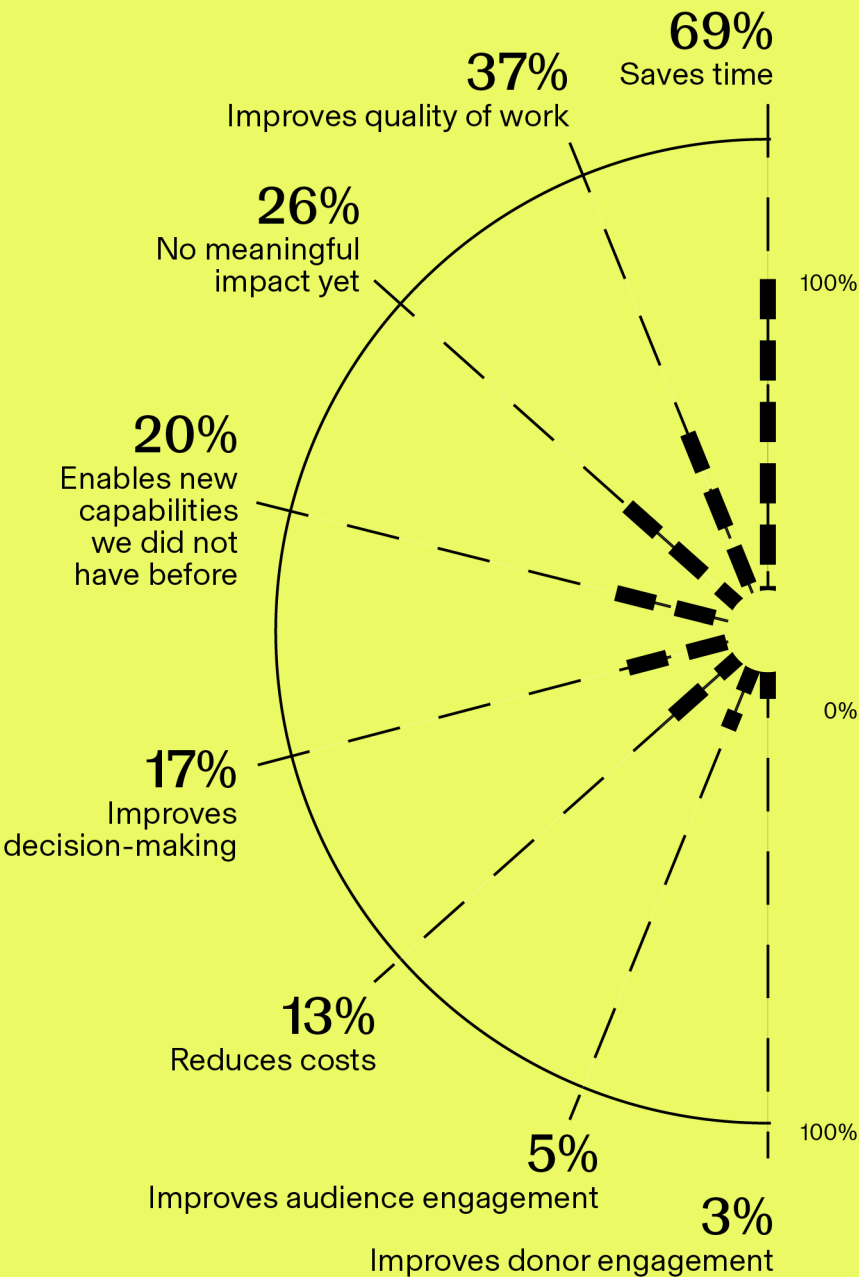
Most respondents are already saving a handful of hours per week through AI, even as many remain in the early stages of adoption.

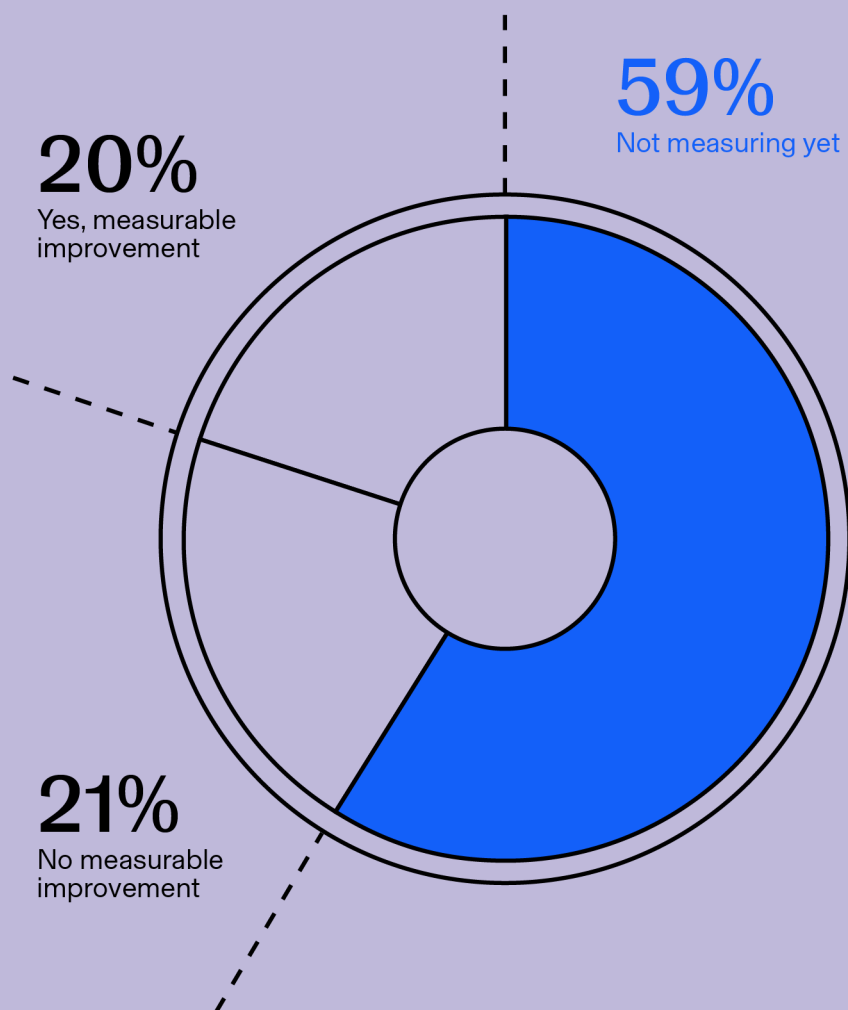


TIME SAVINGS ARE AI'S MOST COMMON BENEFIT

The leading benefit reported by respondents is time savings, followed by other efficiency gains like better quality work and new capabilities.

As organizations move from experimentation to maturity, the focus should shift from using AI to simply work faster to using it to work differently. The greatest impact will come from applying AI to enhance decisions, develop new capabilities, and expand organizational capacity.





MEASURE AI TO MAXIMIZE IMPACT

Organizations cannot improve what they do not measure. Those tracking AI report gains in efficiency and productivity, but most have yet to measure its impact beyond time savings. As adoption matures, defining success and tracking outcomes will be critical to understanding where AI creates value, and where oversight is needed.

MOST RESPONDENTS AREN'T MEASURING AI'S IMPACT

Organizations know AI is helping, but most aren't tracking what's changing.

SECTION 2

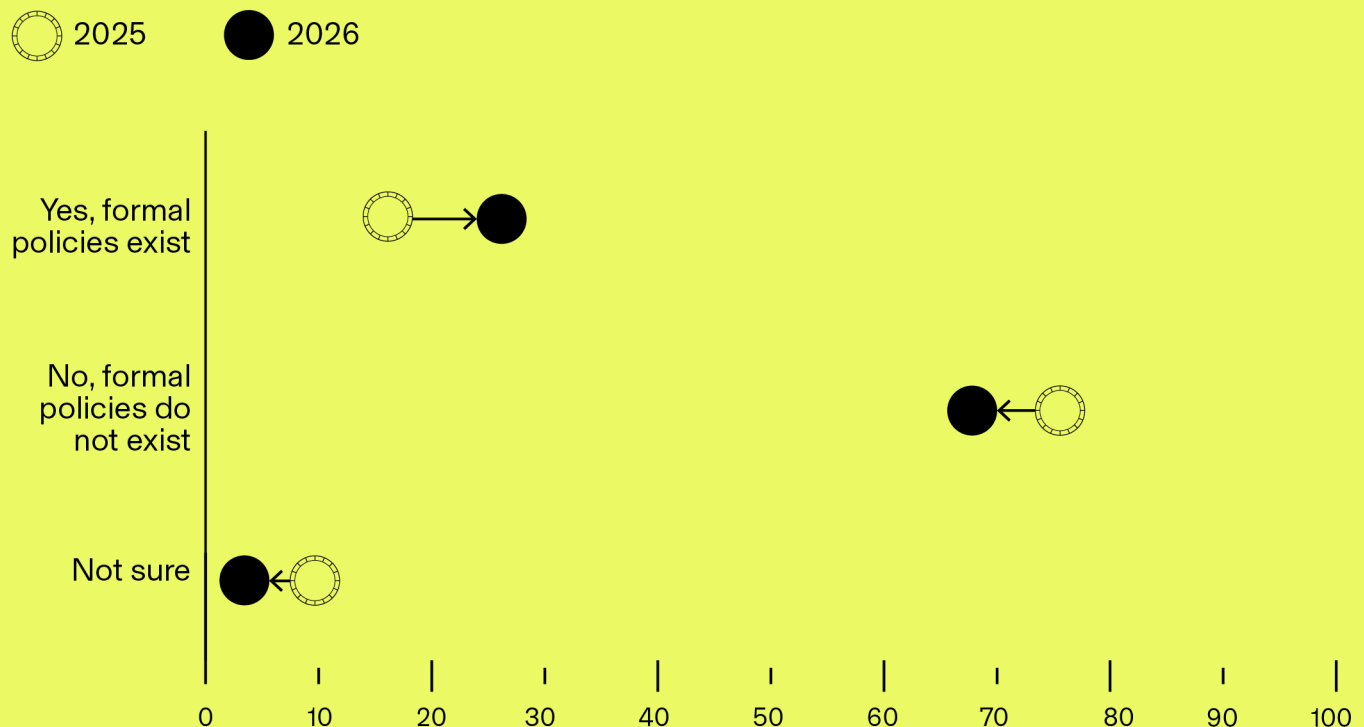
STAFF ARE MOVING FASTER THAN THEIR ORGANIZATIONS

A key finding from this year's survey is that AI adoption is outpacing organizational readiness. Individuals are experimenting with and applying AI, but many organizations have yet to develop the structures—clear ownership, policies, training, and support—that enable sustainable adoption. Building internal AI capacity will be essential for moving from isolated experimentation to organization-wide impact.



AI GOVERNANCE IS IMPROVING, BUT STILL LIMITED

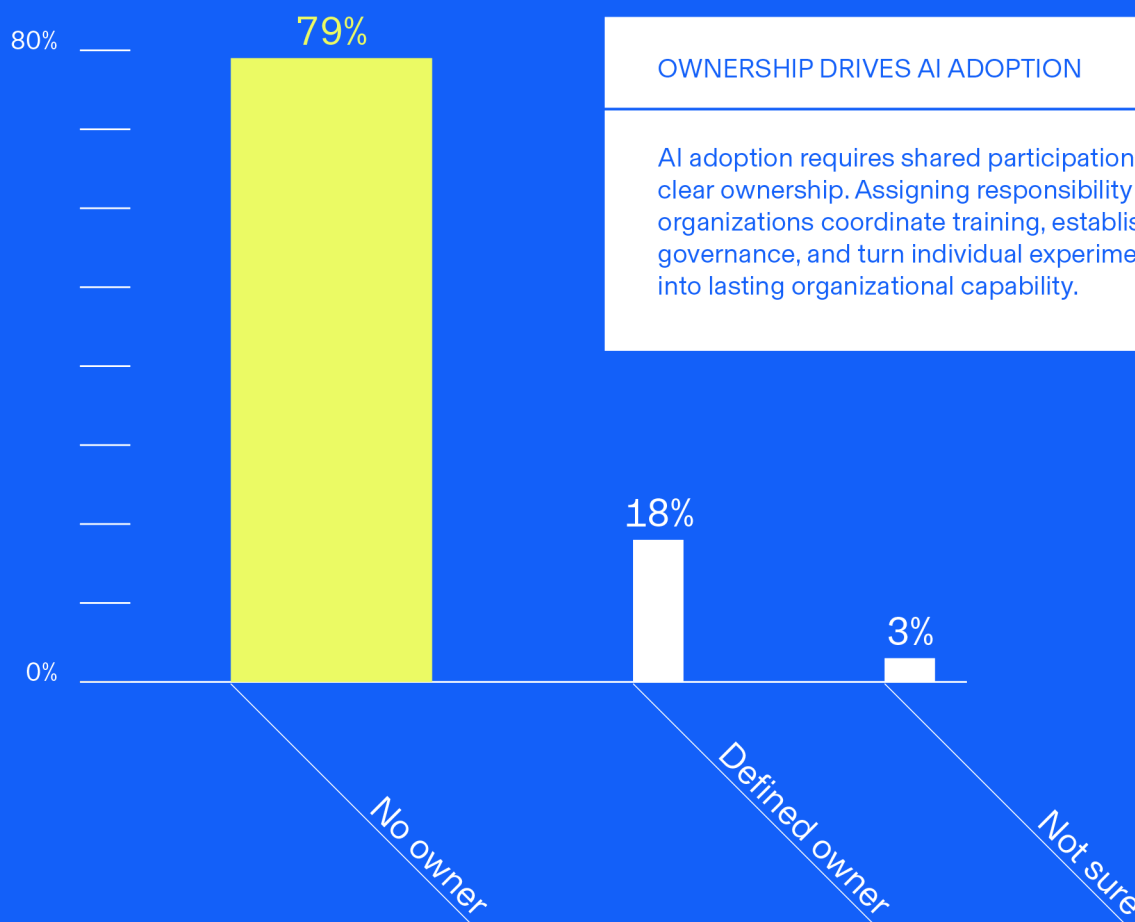
AI governance is improving, with formal AI policies doubling since 2025, though more than two-thirds of organizations still lack formal guidance.



Clear AI policies enable adoption. Without them, organizations risk limiting AI use or leaving individuals without consistent standards. As AI shifts from generating content to taking action, policies are essential for defining appropriate use, oversight, and accountability.

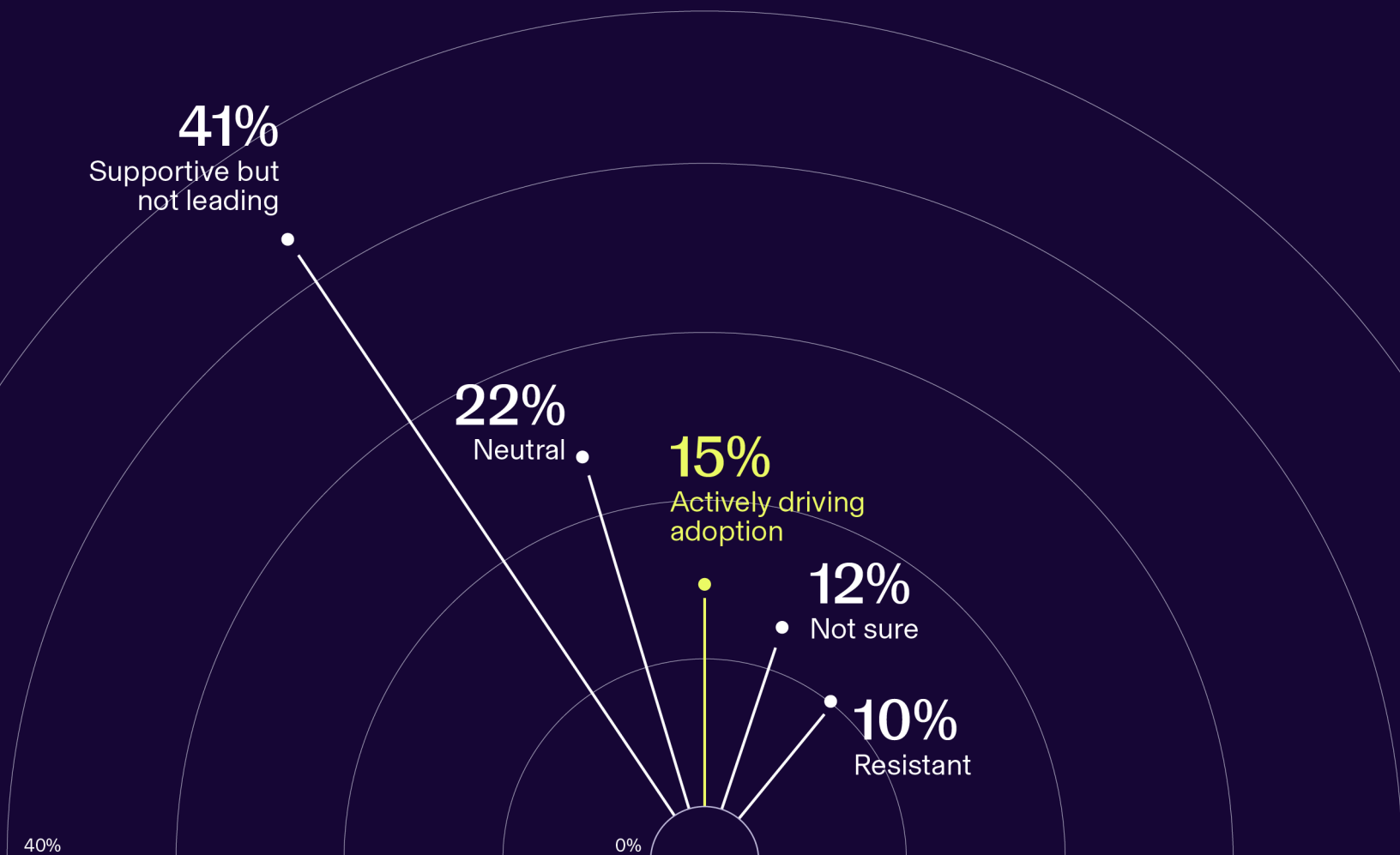
MOST ORGANIZATIONS LACK AN INTERNAL LEAD ON AI

AI adoption is moving forward, but clear ownership and leadership structures remain limited.



OWNERSHIP DRIVES AI ADOPTION

AI adoption requires shared participation and clear ownership. Assigning responsibility helps organizations coordinate training, establish governance, and turn individual experimentation into lasting organizational capability.



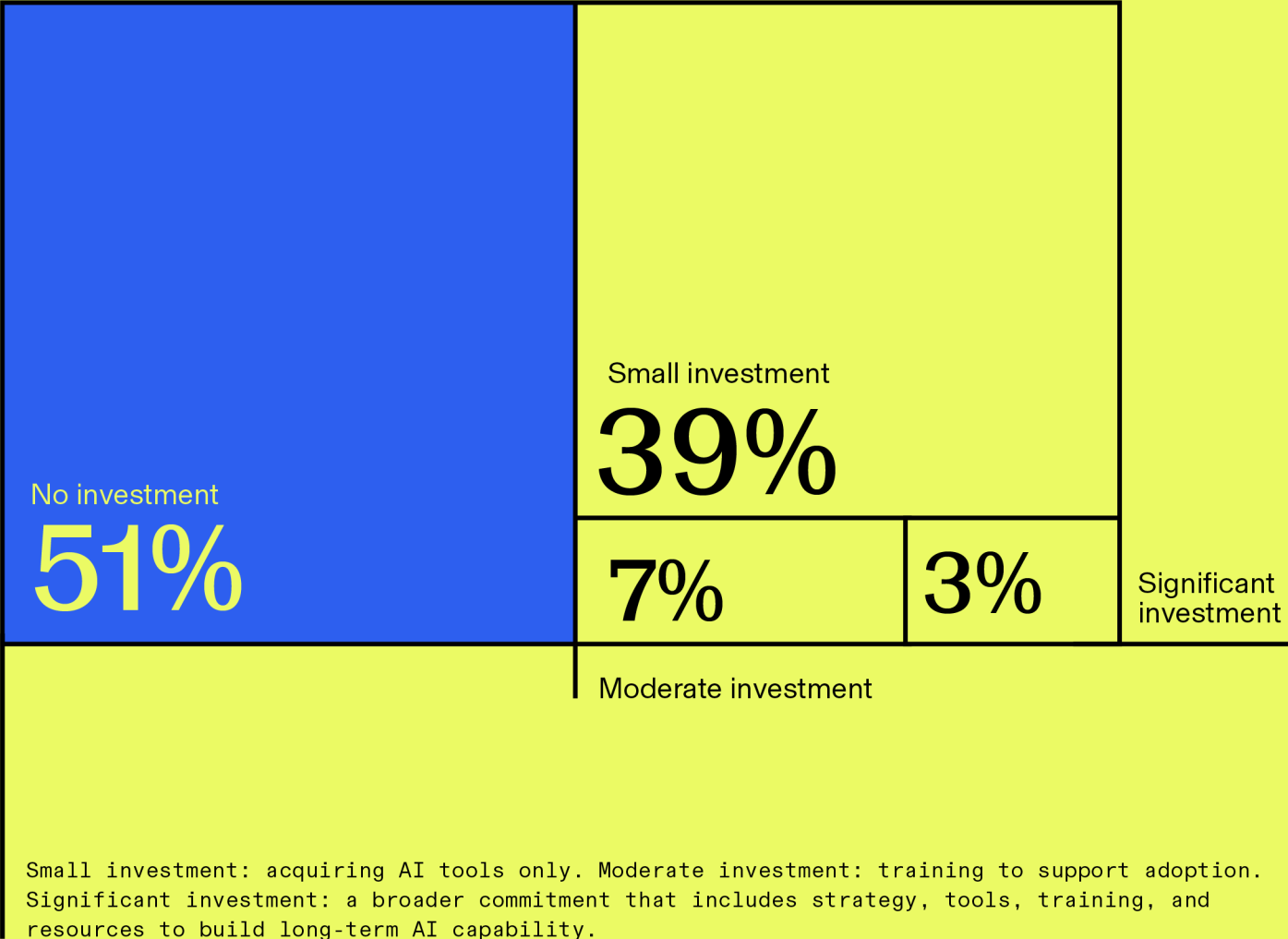
FEW LEADERS ARE DRIVING ADOPTION

Executive support for AI is growing, but hands-on leadership remains a gap.

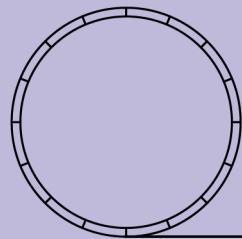
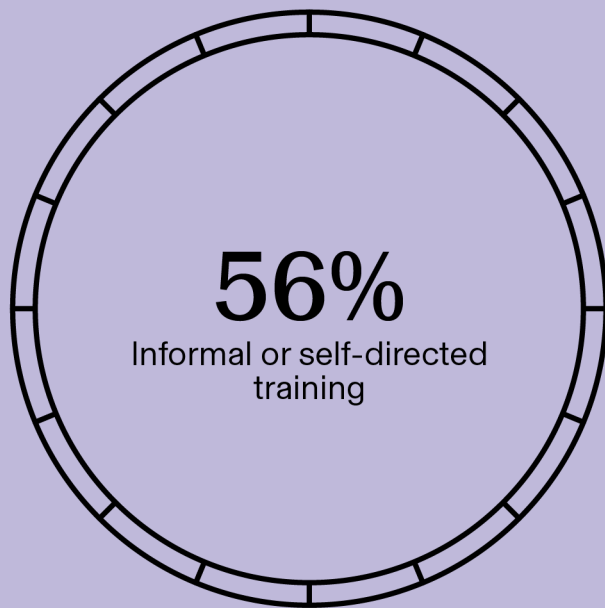
AI adoption accelerates when leaders move beyond providing permission and actively participate in the process. Leadership engagement signals that AI is a strategic priority, helping teams understand where to invest time, how to approach risk, and what responsible adoption looks like.

AI ADOPTION OUTPACES TRAINING

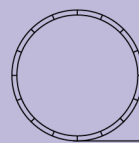
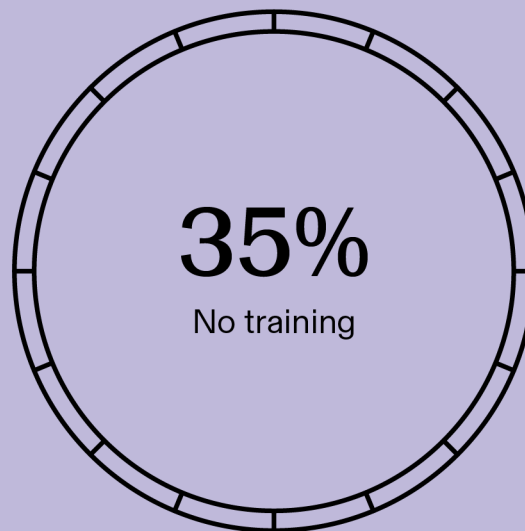
AI investment remains limited, with spending focused more on tools than training or building organizational capability. 90% of organizations currently invest little or no support beyond tools.



AI LEARNING IS MOSTLY SELF-TAUGHT



The majority of staff members are teaching themselves AI, with 91% learning in an unstructured format.

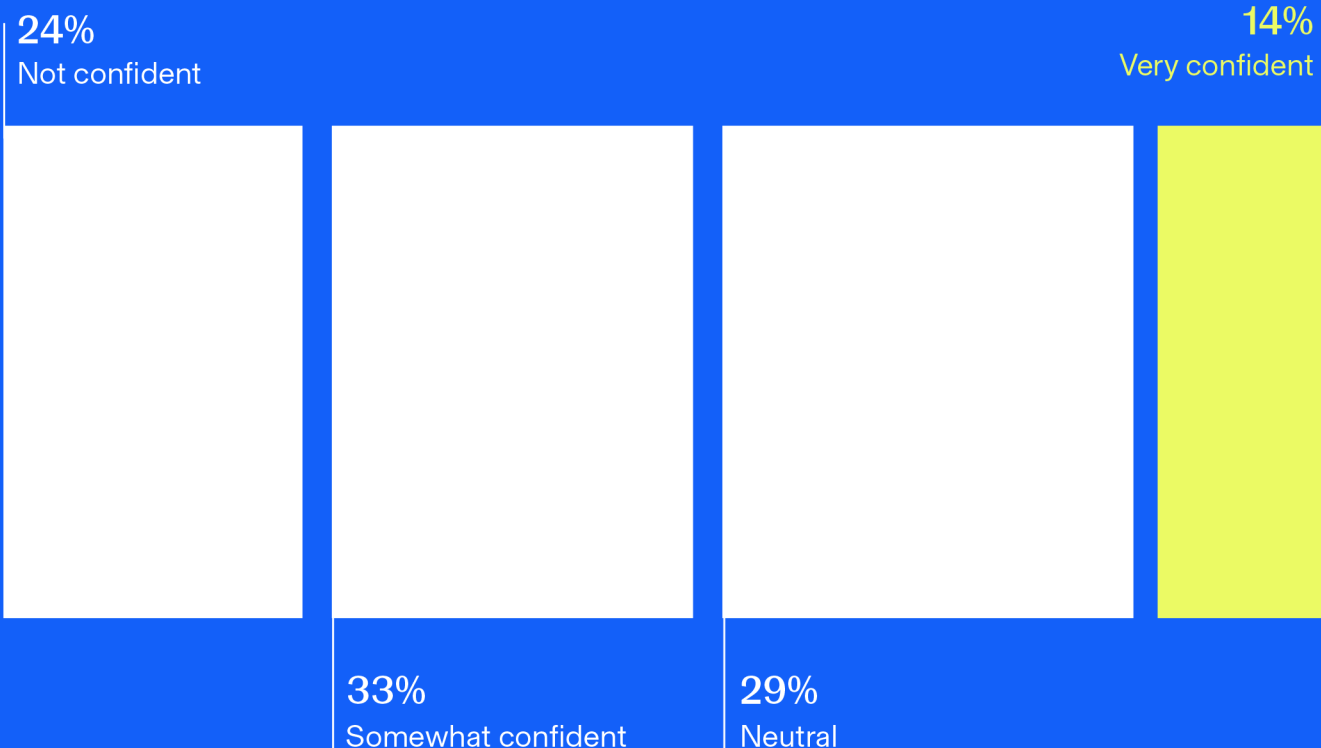


For organizational growth, AI literacy should be viewed as a core capability, not an optional skill. Just as teams need training for new systems, they need support to apply AI confidently and responsibly. Organizations that invest in AI education now will be better positioned to unlock its long-term value and stay mission-aligned.

FEW PEOPLE FEEL HIGHLY CONFIDENT USING AI

Confidence in AI use is growing, but only 14% of respondents feel highly confident in their ability to apply AI effectively.

Access to AI tools alone does not create confidence or capability. Organizations build AI readiness through education, hands-on practice, and opportunities for staff to see how AI can deliver value in their everyday work.



TRANSPARENCY AND SUPPORT

The path to AI adoption is shaped by two factors: capability and trust. Organizations that invest in practical training, transparent guidance, and ongoing conversations about responsible use will be better positioned to move from uncertainty to confident adoption.

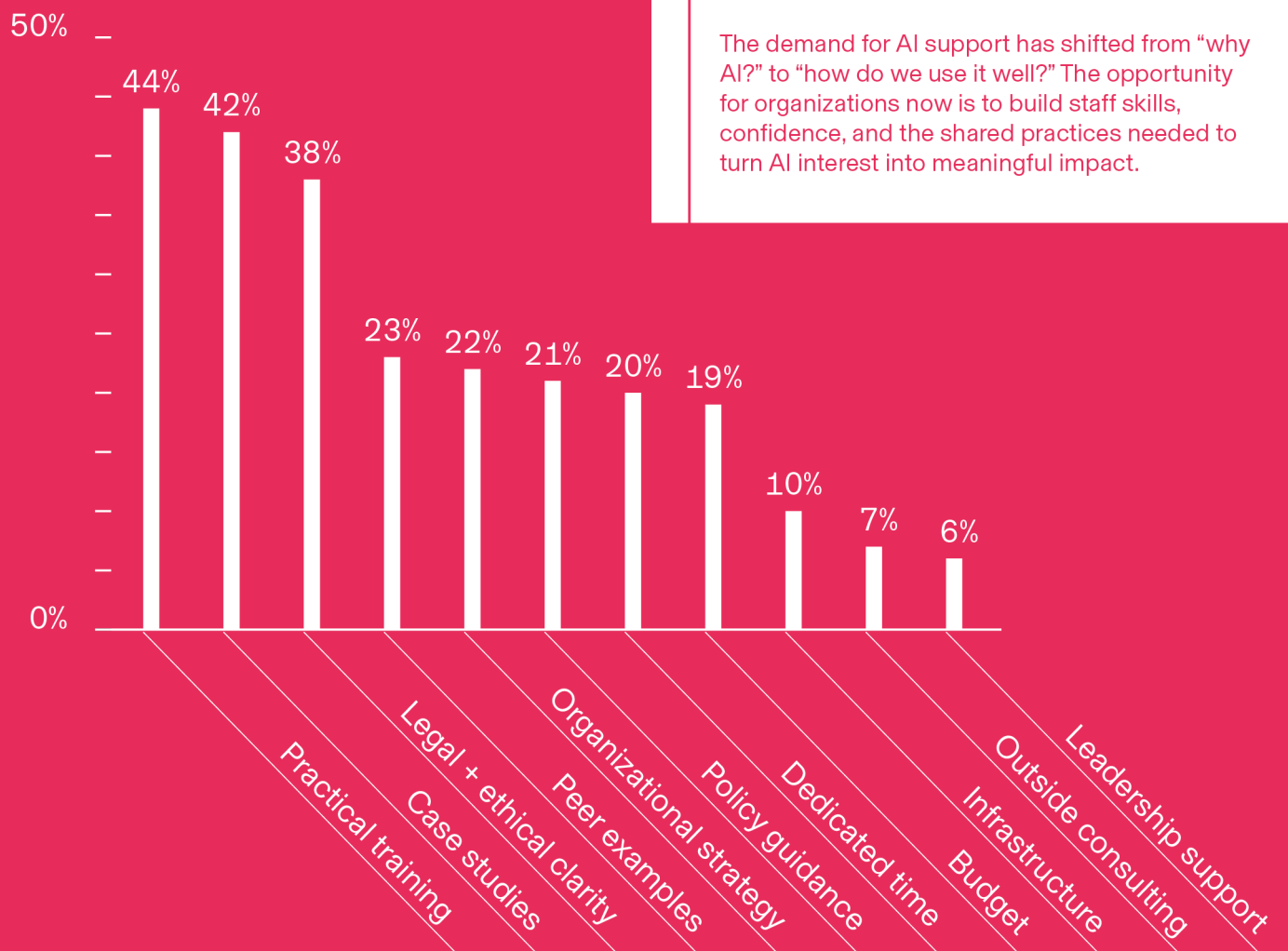


FEAR HAS BECOME AI'S BIGGEST BARRIER

The biggest barriers to AI adoption are concerns about trust and confidence, along with a lack of education and training.

ORGANIZATIONS WANT PRACTICAL GUIDANCE

Organizations are seeking practical support to advance their AI adoption. The greatest needs include training, real-world examples of AI use, and clearer guidance on legal and ethical considerations.



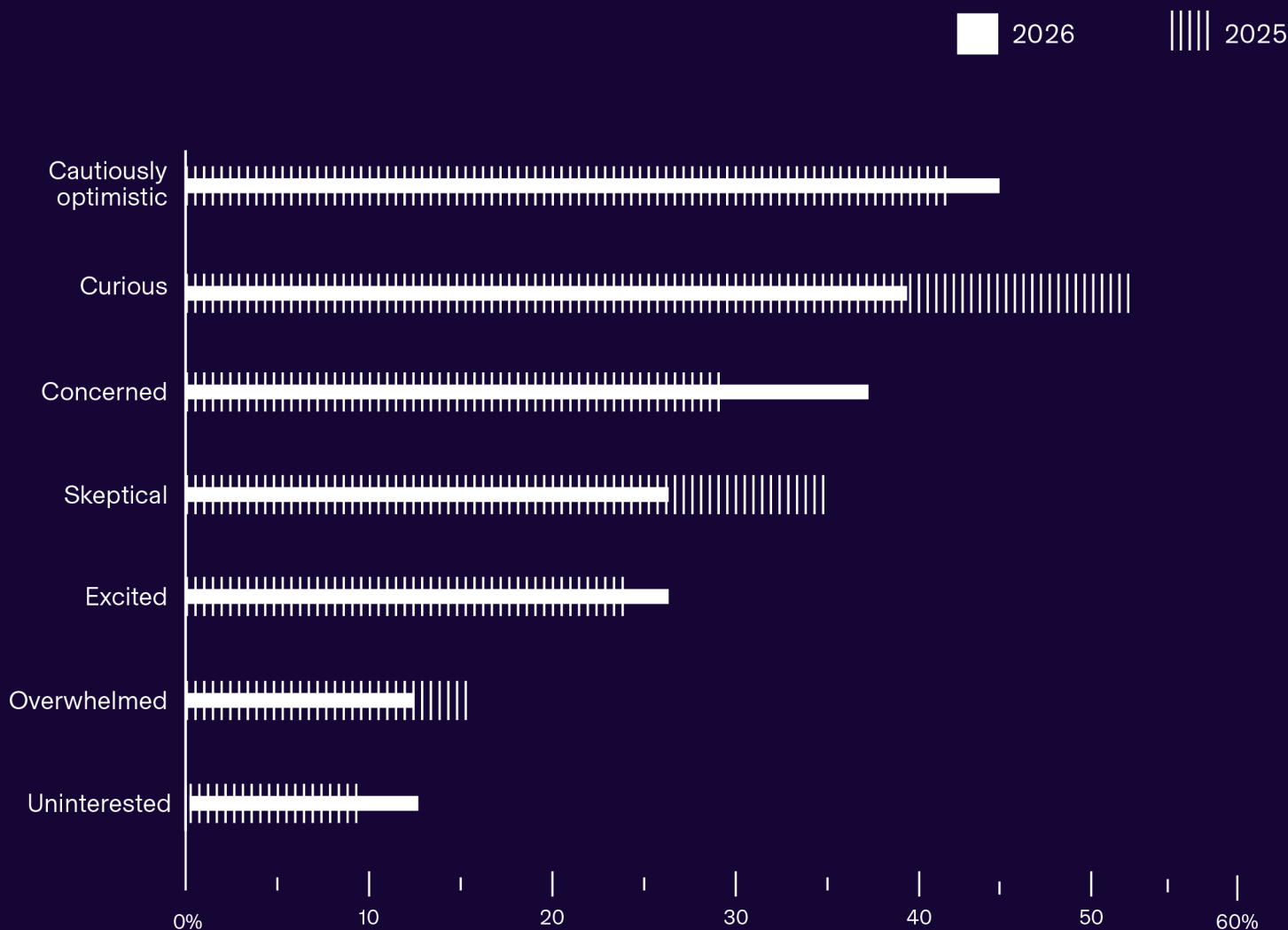
SECTION 3

CONCERNS ARE BECOMING MORE PRACTICAL & MISSION-FOCUSED

As AI adoption grows, the sector's questions and concerns are becoming more specific. In 2025, respondents primarily raised broad concerns around accuracy, authenticity, and the pace of technological change. By 2026, organizations are drawing on firsthand experience with AI and identifying more practical challenges related to their work, values, and audiences.

This shift reflects a deeper understanding of where AI introduces uncertainty and risk. Rather than focusing only on abstract concerns, organizations are asking more targeted questions about how AI affects their missions, creative work, audiences, and operations. As the sector gains experience, the conversation is moving from speculation to practical decision-making.





AI CURIOSITY IS GIVING WAY TO CONSIDERATION

As AI adoption grows, perspectives are becoming more nuanced. Optimism remains strong, though concerns have increased as organizations gain experience.

AI CONCERNS ARE MISSION-FOCUSED

As organizations gain more experience with AI, concerns are becoming more practical and closely tied to the values at the heart of arts and culture work. Respondents are increasingly focused on questions of authenticity, artistic integrity, audience trust, environmental impact, and ethical use. These concerns reflect the need to approach AI in ways that support—not replace—human creativity and align with organizational missions and values.

LOSS OF HUMAN VOICE AND AUTHENTICITY

This remains the top concern, and it goes beyond worries about the quality of AI-generated content. Organizations are asking a bigger question: how do we use AI without losing the unique voice, perspective, and personality that make our work resonate? In 2025, this was also a major concern, selected by 24% of respondents.

“The proliferation of low-effort slop dilutes audience attention and interest in what we do.”
“Everyone’s marketing is starting to sound the same.”
“I worry that we as arts marketers will become overly reliant on it, losing our voices and what makes us unique.”

ENVIRONMENTAL IMPACT

Organizations are increasingly thinking about the broader implications of AI, including its environmental footprint. This concern surfaced on its own in 2026 and appeared across a wide range of organization types and budget levels. Main concerns heard:

“The water usage that makes up these tools. Also AI replacing jobs and work tasks, meaning a smaller workforce.”
“Environmental impact vs. mission, governance, transparency.”
“The ethical, copyright, loss of work for artists—and the ecological, energy, water concerns.”

ARTISTIC INTELLECTUAL PROPERTY AND CREATIVE THEFT

Respondents identified this as a concern separate from broader questions about AI ethics. Many organizations feel the friction between AI trained on artists' work and their own mission to support, value, and protect artists.

"I'm concerned about AI using 'stolen' work from artists of all kinds to do arts management work."
"As an arts organization, it feels ethically problematic because the work often appears to be built on uncredited or uncompensated artistic labor."

AUDIENCE AND DONOR BACKLASH

Organizations are looking beyond their own internal decisions and considering the impact AI use could have on public perception. While this was not a defined concern in 2025, respondents in 2026 highlighted the importance of maintaining trust with audiences and supporters.

"Arts and culture fans in general do not support AI-generated artwork for publicity and marketing."
"We worry about using AI in marketing with the fear that donors and audience members would find us inauthentic."
"There is so much anti-AI sentiment that I fear people may hold back support of organizations that utilize it."

JOB LOSS AND WORKFORCE DISPLACEMENT

Concerns about AI's impact on jobs and roles have grown, with respondents increasingly raising questions about how AI may affect artists, early-career staff, and the future of creative work. This reflects a broader conversation about how organizations can adopt AI while supporting the people and talent at the center of their missions.

"I'm concerned about job losses — the people creating AI tools seem to have no concern for this."
"There are already too few jobs in arts and culture. Why would we use AI to replace any of them?"

ACCURACY AND MISINFORMATION

Accuracy and misinformation continue to be part of the AI conversation, but they are no longer the only focus. While this was a leading concern in 2025, respondents in 2026 raised more mission-driven questions about authenticity, ethics, and organizational impact.

"People not taking the time to review the results and just accepting the reports as truth and then using bad data."
"I have to spend hours fact checking reports and editing down copy so it doesn't sound like AI."
"Accuracy and authenticity of information are in question."

ORGANIZATIONS WANT AI TO SOLVE PROBLEMS

Organizations are looking beyond content creation and exploring how AI can address broader operational challenges. Workflow and capacity issues, along with data analysis and decision-making, emerged as the most commonly identified areas where AI could provide support, followed by fundraising and revenue, communications, and audience development.

"I want AI to answer questions across big data sets to help make better decisions."

"I'd like AI to figure out ways to use data well, combine disparate data, automate systems for things like finance without having to invest in an expensive CRM."

"I would love for AI to help the company raise more money from entry-level donors and sell more tickets to new attendees."

"We are a small team serving as the in-house marketing firm for multiple departments. We'd like to see AI maximize productivity and also streamline and automate workflows."

While many organizations see AI's potential to help address key challenges, some respondents indicated that AI may not be the right solution for their most pressing needs or declined the premise of the question.

"I don't believe AI can solve our organizational challenges."

The strongest AI opportunities begin with organizational challenges over technology. By starting with the problems they need to solve, organizations can focus AI investments where they can improve workflows, strengthen decisions, and build capacity.

AI EXCITEMENT IS ABOUT ORGANIZATIONAL CAPACITY

Organizations see AI's greatest potential in its ability to expand capacity by improving efficiency, reducing repetitive work, and supporting better decision-making. Rather than replacing creativity, AI can create more space for it by helping staff spend less time on administrative tasks and more time on the uniquely human work that advances mission: building relationships, telling stories, creating art, and connecting with audiences.

TIME SAVINGS AND EFFICIENCY

Efficiency remains the main reason organizations are turning to AI, but respondents are now describing what that really means in practice. Rather than talking about productivity in the abstract, they're pointing to the day-to-day realities of nonprofit work including staff bandwidth, tight budgets, and growing demands.

"We are all stretched thin, so if it helps save some time and get us through the more tedious tasks I am grateful."

"I'm excited by the time it saves, especially with a small marketing team—two people for a \$10M organization."

"Many nonprofit workers are low-income and poorly paid. AI could make a case for a four-day work week."

DATA ANALYSIS AND DECISION-MAKING

AI's potential to strengthen analysis and decision-making is one of the sector's biggest areas of opportunity. Organizations are eager to use AI to surface insights and make better decisions, but many have yet to move beyond basic applications and build this capability into their workflows.

"I'm excited about the potential for making data more actionable"

"I'm intrigued by the ability to bring advanced business analytics and insights into organizations that don't always have deep expertise in those areas"

WORKFLOW AUTOMATION

Organizations are thinking about AI as more than a productivity tool. They want to use it to automate routine workflows, reduce administrative burden, and create lasting improvements in how work gets done.

"I want AI to free up time so we can have more people on the front line with patrons. I don't want to reduce staff, I want to direct more staff to mission and revenue."

"I'd like to automate workflows to speed up slow processes."

CREATIVE SUPPORT

Organizations see AI as a tool to support the creative process by helping generate ideas, explore possibilities, and overcome blank-page moments. Across responses, there is a clear expectation that human creativity, judgment, and refinement remain central to the final work.

"Opportunities for brainstorming more effective copy and creative — I usually tweak what's generated to make it most relevant."

"I'm interested in AI's ability to enhance efforts without replacing individual creativity."

"I want it to free up time for human creativity."

NOT EXCITED—ACTIVE RESISTANCE

Not everyone sees AI as an opportunity. A notable share of respondents expressed little or no enthusiasm, ranging from cautious skepticism to strong opposition. These responses were often thoughtful and detailed, reflecting deliberate concerns rather than a lack of familiarity with the technology.

"I am not excited. I think we should avoid it at all costs."

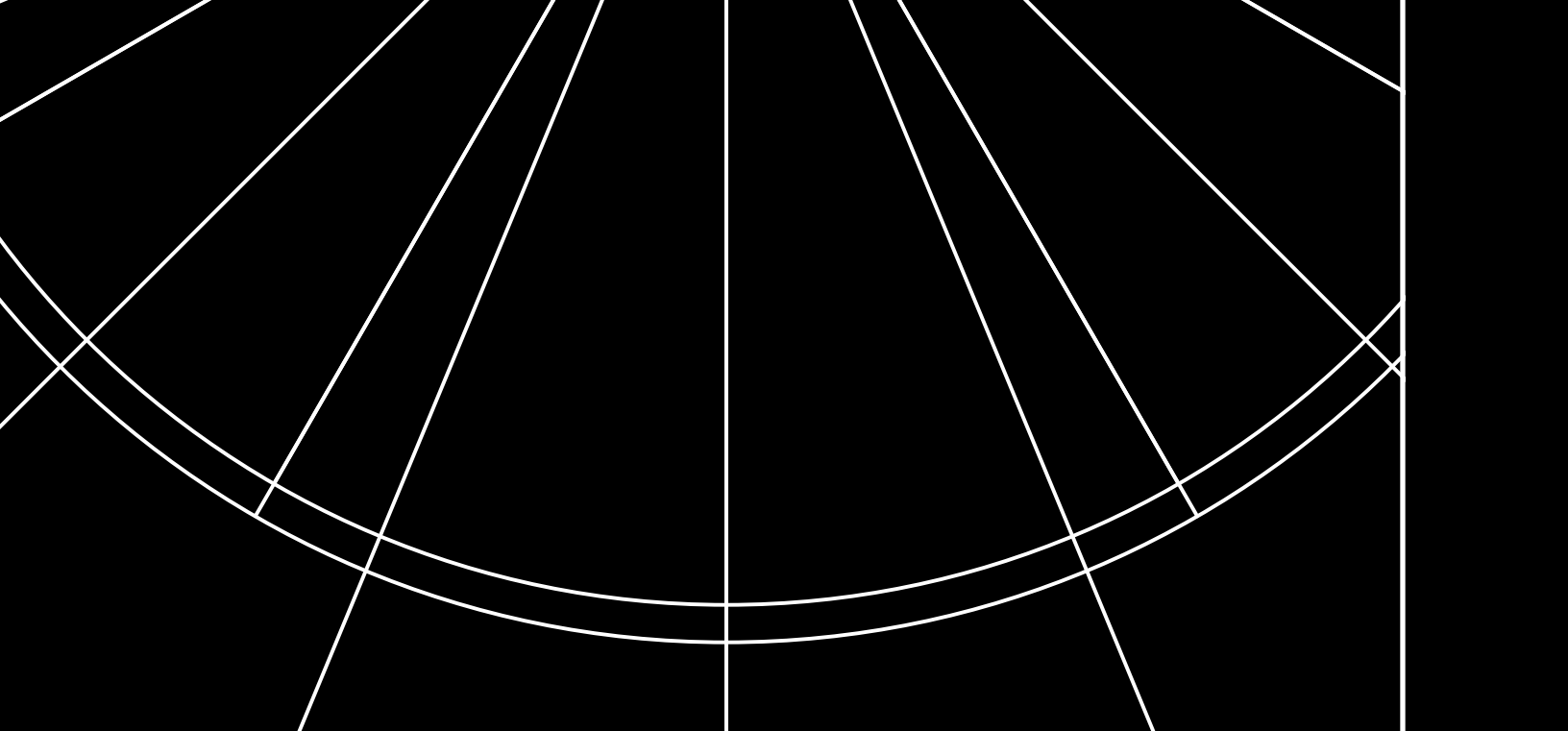
"I'm excited for the AI craze to be over and us all to stop talking about it."

"I'm excited administratively; extremely concerned artistically."

AI TOOLS ORGANIZATIONS WANT TO EXPLORE

Respondents expressed the greatest interest in exploring general-purpose large language models such as ChatGPT and Claude, far more often than specialized AI tools. Data analysis and analytics tools were the most frequently mentioned functional category, reflecting growing interest in using AI to generate insights and support decision-making. A smaller but notable group identified AI agents and workflow automation tools, suggesting that some organizations are beginning to think beyond individual tasks and toward more integrated applications. Respondents also mentioned CRM and data integration tools, highlighting the ongoing challenge of connecting AI with existing systems and workflows.

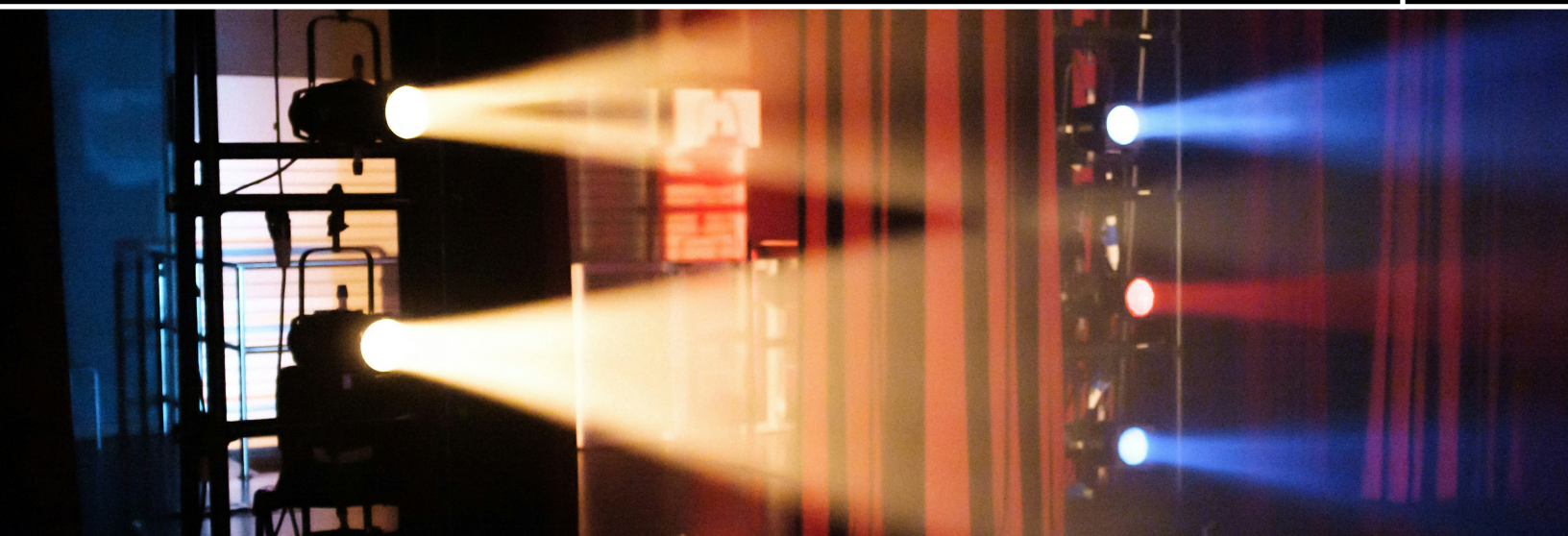
At the same time, the high number of respondents who were unsure which tools to explore suggests that many organizations are still in the early stages of their AI journey, focusing first on understanding where AI fits before evaluating specific solutions.



TAKEAWAYS

KEY FINDINGS

from Capacity's 2026 Survey



SECTION 1

AI USE IS GROWING, BUT MOST ORGANIZATIONS ARE STILL EARLY IN ADOPTION

The arts and culture sector is making meaningful progress with AI. Most organizations report using AI more than they did a year ago, and the conversation has largely shifted from curiosity to practical application. However, adoption remains uneven. AI use is concentrated in a handful of tasks, often driven by individual staff members rather than organization-wide strategies, and some organizations have yet to begin.

TAKEAWAY 1

AI use is increasing, but most organizations are still in the early stages.

Nearly six in ten organizations (59%) report using AI more than they did in 2025. Yet adoption remains largely informal: 69% describe AI use as individual experimentation rather than coordinated team use, and 73% of current users rely on AI primarily for basic, one-off tasks. Adoption is spreading, but it has not yet become deeply embedded in day-to-day operations.

TAKEAWAY 2

Content creation remains the top use case, but organizations are expanding into new areas.

Among organizations using AI, 66% apply it to content and communications. At the same time, use cases are broadening. Analytics and reporting (45%), audience insights (33%), and workflow automation (26%) all saw meaningful growth compared to 2025. Fundraising and donor communications (25%) also emerged as a notable application area, despite not appearing as a significant use case in last year's survey.

TAKEAWAY 3

Organizations are seeing time savings, but few are measuring business impact.

The clearest benefit of AI is increased efficiency. Nearly seven in ten respondents (69%) report saving time, with most estimating between one and five hours per week. However, 58% are not tracking outcomes, and only 20% report measurable improvements. Many organizations believe AI is delivering value, but most have not yet established the processes needed to quantify and communicate its impact.

SECTION 2

STAFF ARE MOVING FASTER THAN THEIR ORGANIZATIONS

One of the clearest findings from this year's survey is that AI adoption is being driven by individuals, not institutions. Staff members are exploring and using AI, but many organizations have yet to establish the policies, ownership, training, and support needed to scale those efforts. The biggest AI gap isn't between organizations using AI and those that aren't, but between individual adoption and organizational readiness.

TAKEAWAY 4

Organizational support has not kept pace with individual adoption.

While progress is being made, most organizations still lack the structure needed to support AI effectively. Twenty-nine percent now have a formal AI policy, up from 14% in 2025. However, 78% have no designated owner or team responsible for AI initiatives, 51% report making no organizational investment in AI, and 91% offer no structured AI training.

Leadership engagement also remains limited. Forty-one percent of respondents describe leadership as supportive but not actively involved, while only 14% say leadership is actively driving AI adoption.

TAKEAWAY 5

Organizations need guidance, training, and clarity—not just technology.

Lack of training was the top barrier to AI adoption in 2025 (67%). In 2026, fear and mistrust rank first (43%), followed closely by lack of training (41%). Together, these findings suggest that many organizations are struggling not with access to AI, but with confidence, governance, and implementation.

When asked what would help most, respondents pointed to practical training (44%), real-world arts and culture examples (42%), and legal and ethical guidance (38%). Their priorities are clear: organizations are looking for the knowledge and frameworks needed to adopt AI responsibly and effectively.

SECTION 3

CONCERNS ARE BECOMING MORE PRACTICAL AND MISSION-FOCUSED

As AI adoption grows, concerns are evolving. In 2025, many respondents focused on broad issues such as accuracy, authenticity, and the rapid pace of change. In 2026, organizations are expressing more specific concerns shaped by firsthand experience with AI.

This shift reflects a deeper understanding of where AI creates risk and uncertainty. Respondents are increasingly focused on questions that directly relate to their missions, audiences, artists, and organizational values. As the sector gains experience with AI, the conversation is becoming less theoretical and more grounded in the realities of arts and culture work.

TAKEAWAY 6

Optimism remains the dominant sentiment, but concerns are growing.

Nearly half of respondents (45%) describe themselves as cautiously optimistic about AI, a figure that has remained relatively stable since 2025 (42%). At the same time, concern is becoming more prevalent. The share of respondents who describe themselves as concerned increased from 28% to 36%, and 10% now identify as actively resistant to AI adoption—a response option that did not emerge in the 2025 survey.

Taken together, these findings suggest that while most organizations remain open to AI's potential, a growing segment of the sector is becoming more deliberate and cautious in its approach.

TAKEAWAY 7

Concerns are increasingly tied to mission, values, and audience trust.

The nature of AI concerns has shifted over the past year. In 2025, respondents focused primarily on issues such as accuracy and authenticity. In 2026, the most frequently cited concerns are more closely connected to organizational mission and values, including loss of human voice, environmental impact, artist intellectual property and creative ownership, and potential audience or donor backlash.

These concerns reflect a broader shift in the conversation. Organizations are asking not only whether AI can be used effectively, but how it can be used in ways that align with their artistic, ethical, and community responsibilities. Addressing these questions will require more than technical expertise alone; it will require clear organizational guidance, policies, and values-based decision-making.

A SECTOR PULLED IN TWO DIRECTIONS.

One respondent may have captured the state of the sector best:

“EXCITED ADMINISTRATIVELY; EXTREMELY CONCERNED ARTISTICALLY.”

That tension appears throughout the survey results. Many organizations are enthusiastic about AI's potential to improve efficiency, reduce administrative burden, and support everyday work. At the same time, they remain deeply concerned about its implications for creativity, artistic integrity, audience trust, and the role of human expression.

The 2026 data suggests the sector is becoming more comfortable with AI as an operational tool while continuing to wrestle with its place in artistic and mission-driven work.

ABOUT CAPACITY

Capacity is the premier marketing consulting firm for arts and culture organizations worldwide. For nearly 20 years, we have partnered with ambitious arts leaders to grow audiences, deepen community connection, and drive revenue through smarter digital strategy. Our services span digital advertising, search and answer engine optimization, email marketing, analytics, privacy compliance, and emerging AI and creative strategy.

Partner with Capacity for AI Strategy

AI is transforming how organizations work. Successful adoption is about using AI in ways that support your mission without compromising what makes your organization human. Capacity's practical, impact-focused consulting helps you save time, unlock creativity, and put AI to work where it matters most. Capacity supports organizations across arts and culture with:

- AI Literacy
- Organizational Evaluation
- Personalized Plans for Optimization and Strategy
- Implementation and Ongoing Learning

MEET JEN TAYLOR

Vice President, Strategic Growth and AI Activation, Capacity

Jen helps arts & culture organizations adopt AI in practical, human-centered ways. She approaches AI as a strategic thought partner to clarify audience challenges, uncover insights, and support smarter, more confident decision-making.



Explore AI resources including [free webinars](#) (try [Intro to AI](#) to start), Jen Taylor's [Q&A newsletter](#), the [AI Toolkit for Arts Marketers](#), or the [Capacity Blog](#).

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