

PROJECT DESCRIPTION AND WORKSCOPE

Introduction and Goal

The purpose of this project is to establish a regional *creative economy* industry. The overarching goal of ***Creativity Works!*** is to *generate sustainable civic and economic value by elevating the value, contribution and identity of the creative community across our region*. We anticipate that development of this sector will grow jobs and enterprises, establish a distinctive competitive advantage, attract and retain talent, and support neighborhood empowerment across our M7 region.

The Challenge

Historically, the M7 region has relied heavily on manufacturing and other traditional industries as catalysts for economic progress and prosperity. However, rapidly changing global markets and the current recession have created a difficult economic transition for the region. In addition, a May 2008 Wisconsin Policy Research Institute Report identified two of the top five challenges facing the region as (1) attraction and retention of college educated talent and (2) increasing downtown populations.

In response to these challenges, the regional focus has turned to building on advanced manufacturing capabilities, enhancing strong sectors such as water technology and financial services, and generating new venture growth. The development of a vital, sustainable and quantifiable *creative economy sector* is another key component in the overall approach to addressing the interconnected challenges currently facing the M7 region. By simultaneously focusing on growing innovative creative industries; having strong and sustainable arts and culture groups; and intentionally attracting highly educated, creative residents - a self-perpetuating cycle of growth is put into motion resulting in a higher quality of life, a more diverse industry base, more entrepreneurs, more job creation and a healthier economy overall.

What is a 'creative economy'?

Our research working definition is *the people, enterprises, and communities that transform artistic and cultural content, skills, knowledge and ideas into economically productive goods and services*. Let's look at the value chain of the creative economy with a few examples.

- individual artists that are the talent and source of creativity (painter, design engineer)
- non-profit cultural institutions and commercial businesses that take the original ideas of these artists and produce creative goods and services (newspaper, symphony)
- businesses and institutions that bring creative products to the marketplace (computer games, restaurants)

The Cultural Alliance thanks our project sponsors:



- institutions and commercial businesses that depend on creative talent to survive and prosper (advanced manufacturing)
 - the support system that nurtures and sustains the creative economy (higher education, capital).
- (see attached graphic)

According to the United Nations Conference on Trade and Development, the next outgrowth of the information age is the creative industry. In fact, the global market of creative industries grew from \$831 billion in 2000 to \$1.3 trillion in 2005 – an increase of 56%. As the creative economy becomes a major global economic driver, it is imperative that the M7 region better understand and nurture these industries; attract the educated, creative and talented people who drive them; and develop a comprehensive plan for creative sector growth.

The Opportunity

This project sees an unprecedented opportunity to strategically stimulate the long-term growth and development of already thriving regional creative businesses. The problem is not that the region is lacking a creative sector – it is that the existing sector has not been cohesively defined, linked, nurtured and promoted. In fact, the region boasts a rich core of creative assets, from a vast array of arts and cultural organizations, to a diverse pool of small to large businesses working within various innovative industries, to increasingly more creative and sophisticated advanced manufacturing, to a multitude of world class universities. The goal is to better link the organizations, institutions and individuals that comprise the current creative sector to leverage and maximize their collective economic potential while constantly attracting new creative talent to the region. For example:

- ✓ How can we systemically link innovative and independent creative talent with Milwaukee-based corporations and manufacturers to create new products, services and jobs?
- ✓ How can we systemically improve connections between local university students and programs and creative sector organizations, industries and jobs?
- ✓ How can we increase tourism and retail revenue through greater promotion of existing arts and culture assets such as museums, theatrical productions, parks and festivals?
- ✓ What differentiating creative assets can we leverage to give our region an authentic global competitive advantage?
- ✓ How can the region support and sustain cultural and arts organizations and assets, recognizing that creative workers want to live, work, play and learn in a creative community with a high quality of life?

The Cultural Alliance was recently successful in attracting national attention and federal dollars to this regional initiative. The U.S. Economic Development Administration awarded the Cultural Alliance a \$146,000 grant to fund the work of translating a creative vision into regional job and business creation in southeastern Wisconsin. As the only Midwestern region to receive such funding, we believe that our project will result in a significant contribution to reimagining Midwestern urban economies and to the national conversation about maximizing the potential of the creative sector.

Scope of Creativity Works!

The Milwaukee Creative Economy Project will:

- Define and inventory the creative assets of the Milwaukee region
- Identify innovative/creative industry clusters.

- Map high skill technology jobs within the creative sector.
- Explore regional economic development potential.
- Create an interactive web-based module to link micro-clusters.
- Focus on technologically innovative businesses/entrepreneurs to establish and achieve five year goals.
- Create a strategic plan that targets the most promising sectors for commercialization of products and services.
- Articulate a creative vitality index that will help us benchmark and set goals; compare with other regions.

The project also will report on ways in which to more sustainably support our existing cultural organizations and assets, since creative workers want to live, work, play and learn in a thriving creative community with a high quality of life.

This multi-phased project will run through December 2010, under the consulting guidance of Mt. Auburn Associates (www.mtauburnassociates.com), who were chosen through a nationally competitive RFP-based process. They have spent over 25 years in the field of economic analysis and strategy, creating effective, economic development policies and programs that promote economic growth and stability, and job generation.

This is a joint project of the GMC's Quality of Life Committee and the Cultural Alliance of Greater Milwaukee.

Leadership

The infrastructure includes:

- A regional Planning Committee which oversees the project content and is the main feedback connection for Mt. Auburn Associates.
- An Executive Council led by Honorary Co-Chairs Betsy Brown, Executive Vice President and General Manager of C-K Advertising; and Michael Jones, Vice President of Corporate Affairs at MillerCoors. The Acting Co-Chairs are Jill Morin, Kahler Slater, and Co-Chair of the GMC Quality of Life Committee; and Paul Mathews, Marcus Center, and Cultural Alliance board. The Executive Council is responsible for the project process, the budget, fundraising and website development.
- The project is being managed by the Cultural Alliance of Greater Milwaukee.

Our Projected Outcomes

We are embarking on this project because developing an integrated creative industry will:

- elevate the value and contribution of the creative community across our region; stronger brand and definition
- develop a more robust entrepreneurial development system by generating opportunities for more creative jobs and businesses in the region
- provide greater leverage of design for companies
- identify creative clusters that, with focused investment, will have the best commercial potential
- increase the attractiveness of our region for more creative, skilled talent
- ensure the nonprofit arts and culture sector will be better attuned to creative collaborations and earned revenue generation
- enhance the capacity of our neighborhoods for diverse and economically healthy development

Background

This project grew from a study sponsored by the GMC in late 2008 to determine the status of the region's cultural assets. Based on the conclusion that these assets are qualitatively outstanding but in need of stronger infrastructure, the study recommended engaging in a planning process for the creative community. The GMC then sponsored a Creative Summit in February 2009 to kick off the process to develop a creative economy plan incorporating for-profit creative business and individual artists along with non-profit cultural institutions.

Studies by Mt. Auburn in cities, regions and states around the country have made it clear that the creative industry is a significant economic force – it is one of the fastest growing sectors of our national economy. We believe this study will show that integrating this sector with others in the region will make the M7 more globally competitive and distinctive.

Timeline

This project begins February, 2010 and is scheduled to conclude no later than end January, 2011. The full workscope is attached.

Project Management

Cultural Alliance of Greater Milwaukee, 414-347-0131

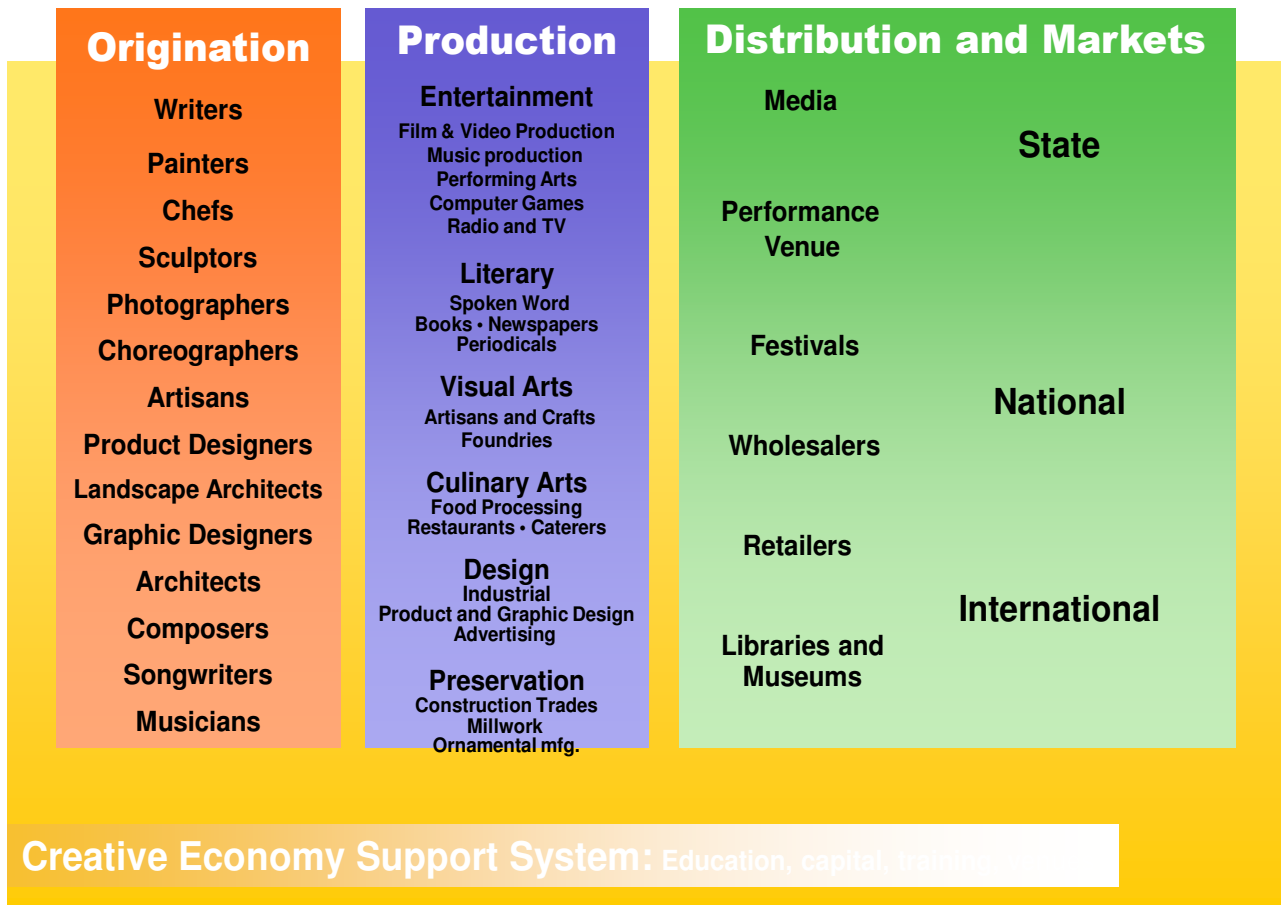
www.creativecoalitionmke.org for resources, including the Mt Auburn workscope

Shirah Apple, Program Manager, sapple@culturalallincemke.org

Christine Harris, Executive Director, charris@culturalalliancemke.org

Denise Lubotsky, Administrative Assistant, dlubotsky@culturalalliancemke.org

Products and Markets



Workscope for
Creativity Works! The Milwaukee Regional Creative Economy Initiative

CREATIVE ECONOMY OVERVIEW AND ANALYSIS

Start-up (January – March):

- One-on-one interviews with leading stakeholders
- Meetings with Planning Committee and Executive Council members
- Regional focus groups in each county
- Industry segment focus groups (forprofit and nonprofit)
- Selected online surveys

Initial definition agreement – presented by Mt Auburn Associates to Planning Committee.

Economic Importance (February – May):

A detailed analysis of the economic importance of the creative sector in M7 region.

- Analyzing creative enterprises: using US2000 census, EMSI, Quarterly Census of Employment and Wages, IRS 990 data for nonprofits. A profile for each individual county in M7 and the entire region
 - Number of enterprises, average wages by industry, employment growth trends
 - Analysis of embedded creative activity: those businesses not captured through NAICS code data
 - Existing research on economic sectors and clusters in the M7 region
- Analyzing creative talent: creative workforce employed in creative industries, and creative workforce employed in other industries
- Look at future pipeline: examine the nature and scale of the creative talent pool from secondary schools, colleges and universities

Regional Creative Assets and Support Infrastructure (April – June):

Understanding the scale and location of creative assets.

- Community outreach and focus groups for follow-on convening
- Inventory and map creative assets
 - Identifying and cataloging the assets
 - Research and development resources and entrepreneurial culture – assess support for and barriers to creative industry development
 - Social infrastructure – assess venues, organizations and other support networks
 - Education and workforce training capacity – the formal and informal opportunities
 - Financial resources – analysis of capital resources and public sector funding
 - Facilities and venues – identify and assess facilities and venues for creative sector
 - Festivals and events – inventory of these events which play a community building role and offer markets for local products

- Marketing support – role of individual and group marketing
- Land use, transportation, zoning – examining the policies

Indepth Analysis of Segments and Cluster Relationships (June – September)

Potential impact of creative industry on other economic clusters in M7 region.

- Technology – connection to growing technology sector
- Traditional manufacturing – relationship to product development
- Culinary arts and specialty foods – link to the region’s history
- Tourism and hospitality – cultural attractiveness

Creative Segment Profiles – review of the most potential fiscal and economic impact segments.

DEVELOP WEB CONNECTIVITY SYSTEM (May – August)

Designing and developing an interactive web-based module to link micro-clusters.

DETERMINE CREATIVE VITALITY INDEX (April – September)

Reviewing indexes around the country and developing an index that facilitates our benchmarking our progress, setting goals for growth, and generating comparisons with other regions.

FORMULATE STRATEGIC ACTION PLAN (September – December)

Strategy development is a complex process that involves analysis and an assessment of opportunities. Creative thinking and a creative process will be key to creative strategy development.

- Best practice research – from comparable regions and other field work experience
- Strategic plan development – with Planning Committee
 - Designing policies, programs and projects that will create jobs and revenues in the region through leveraging and linking creative economy assets
- Write final report