

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

Division/Attached Agency: CREATIVE INDUSTRIES DIVISION

Program Name: ARTS AND CULTURE DEVELOPMENT BRANCH

Program ID: BED 105

I. PROGRAM PLANNING

Problem, issue or opportunity statement: Describe the problem, issue and/or opportunity your program is attempting to respond to.

Hawaii has a thriving and vital cultural life and a creative economy with the potential to generate significantly greater income, jobs, and tax revenues resulting in higher paying jobs, support for the visitor industry and a higher overall quality of life. This aspect of Hawaii’s general economy supports a highly skilled workforce that through innovation, artistic or applied design-based effort, contributes to the advancement of Hawaii’s general economy, positively affects the overall quality of life within the State and is a significant aspect of the State’s innovation economy. During this “lean” period, Hawaii must position itself for economic recovery and future growth, including in the visitor industry. Hawaii’s creative sectors play a critical role in both that recovery and future growth.

The mission and role of government of the Arts and Culture Development Branch (ACDB) is to activate a statewide program that accelerates the economic viability and visibility of the arts and culture sectors of Hawaii’s creative economy. The branch focuses on the sectors of Hawaii’s economy that are more aptly called Hawaii’s Creative Industries. These industry sectors impact Hawaii in many ways as they cross over many disciplines, industries, cultures and communities. They represent a cluster composed of for-profit components and non-profit organizations. Both groups employ many people and imbed a sense of multi-cultural uniqueness that we call Hawaii. In its broadest definition Creative Industries encompass economic activity of a wide spectrum of commercial businesses, individuals, cultural enterprises, non-profit institutions and government agencies that directly or indirectly produce goods and/or services that are rooted in, or generated by artistry, design, aesthetic value or cultural enterprise.

Hawaii’s Creative Industries include both established and growth industries:

- Film, Digital Media & Animation (i.e., broadcast media, cable, radio, television, film production, digital media, game production, advertising);
- Performing Arts (i.e., theatre, music, dance);
- Visual Fine Arts (i.e., painting, drawing, print making, sculpture, folk art, galleries, auction houses);
- Literary Arts (i.e., writing, publishing);
- Heritage & Preservation (i.e., museums, historic sites, heritage corridors);
- Advocacy & Support (i.e., cultural councils, funders);
- Arts Education (i.e., elementary, middle & high schools, colleges, universities, and professional schools);
- Design & Culinary Arts (i.e., architecture, marketing, interior design, industrial design, fashion design, graphic/commercial design, web design, crafts, culinary arts); and
- Cultural Arts & Events (i.e., festivals, parades).

During FY08, ACDB focused on the following industries that showed growth potential. They were music, the literary arts and arts educational services. Some of the activities that ACDB undertook to assist these industries included, but were not limited to, continuing the relationship with Honolulu Community

Note: This form was created using the *W. K. Kellogg Foundation Logic Model Development Guide, January 2004.*

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

College's "MELE Program," an innovative program which is specifically designed to teach the business of music, from songwriting to record production, to contracts and career management, co-sponsoring a workshop to educate Hawaii's recording artists, musicians and distributors of the changes that are taking place in the music industry; completing CID's web site that will provide internet presence for industry sectors in Hawaii's creative economy; supporting the Hawaii Book and Music Festival's and the Hawaii Book Publishers Association's participation in the Washington, D.C. National Book Festival; co-sponsoring the *Live from the Lawn* events with the Friends of the Hawaii State Art Museum and the LEF Foundation; coordinating a Borders west coast promotion at selected outlets in the western region of the U.S. mainland to increase exposure to Hawaii's music industry via Grammy nominee in-store performances; coordinating a Hawaii section in *Book Expo America* in Los Angeles, California; and the establishment of the Creativity Academies Pilot Program, a new education model program that fuses the arts and sciences to reach a broader spectrum of students, as well as monitoring several contracts including the Hawaii Capital Cultural District.

Need and partners: Provide quantitative evidence to show the scope and nature of the problem or opportunity you are working on. Identify partners you will be working with to address the problem, issue and/or opportunity. Describe why government should be part of the solution.

Hawaii is seeing increasing growth in the creative and technology sectors, according to recent reports such as the September 2008 *Innovation Indicators*¹ by the Department of Business, Economic Development and Tourism's Research and Economic Analysis Division (READ), noting the following areas as fundamental components of a successful innovation infrastructure:

- Capacity for Innovation, leading to;
- A thriving array of innovation assets, resulting in;
- Economic transformation and a strong, prosperous sustainable economy.

Hawaii's is making great strides in the development of a vibrant creative economic sector. For example, the **total average annual creative output for Hawaii has risen 15% since 2002 when there were 39,984 creative sector jobs to 46,163 jobs in 2007, an annual average increase annually of 2.9%**. Average salaries in the creative sector in 2007 were \$49,906, placing the creative sector above the annual wage base. Total creative earnings for the state also increased to \$2.336 billion in 2005.

While there are many existing organizations and agencies serving the culture and arts community in such areas as education, cultural advocacy, preservation and promotional activities, there has not been a committed focus on the business development and export needs of this sector. ACDB fulfills this needed focus on economic development for businesses in the Creative Industries.

In a research study conducted by CID/ACDB in 2006, businesses and arts related organizations surveyed indicated a need for the State's assistance in:

- Marketing & Planning;
- Technology Infusion;
- Market Intelligence;
- Logistics & Shipping;
- Intellectual Property Protection; and
- Business & Community Networking.

To address these needs, ACDB has activated strategic partnerships with business and community stakeholders to enhance ACDB's resources and services. Our partners include, but are not limited to, Federal agencies (National Endowment for the Arts, National Science Foundation, etc.), other State

¹Innovation indicators Report, Hawaii Innovation Initiatives, September 2008.

Note: This form was created using the *W. K. Kellogg Foundation Logic Model Development Guide, January 2004.*

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

agencies (Hawaii State Foundation on Culture & the Arts, Hawaii Tourism Authority, Hawaii Visitors & Conventions Bureau, Oahu Visitors Bureau, University of Hawaii, neighbor island visitor bureaus, etc.), county government agencies, other DBEDT divisions (SMSD, READ, HTDC, etc.), trade and professional organizations (National Academy of Recording Arts and Sciences, Hawaii Academy of Recording Arts, Hawaii Book Publishers Association, American Society of Composers, Authors and Publishers [ASCAP], Broadcast Music International [BMI], etc.), local and national non-profit organizations (Hawaii Arts Alliance, Hawaii Community Foundation, Western Arts Federation, Hawaii Capital Cultural District, etc.), as well as other local and national companies (Oceanic Time Warner Cable, KITV, Outrigger Hotels and Resorts, Hawaiian Air, Rhapsody/RealNetworks, Inc., Ovation TV, etc.).

Desired results (outputs, outcomes and impacts): What will success look like? Describe what you expect to achieve in the short-term (0-2 years) and long-term (2-6 years).

Leveraging resources, partnerships, developing innovative education and workforce development are all critical to accelerating the economic viability of the creative industries in Hawaii's economy. The end result: higher paying and highly desirable jobs and entrepreneurial opportunities for the 21st century and beyond.

ACDB target industry sectors:

- Performing arts
- Visual fine arts
- Literary arts
- Heritage & preservation
- Advocacy & support
- Arts and music education
- Design & culinary arts
- Cultural arts & events
- STEM/New Media and Music Education

Short Term:

- With assistance from READ, develop cluster analyses for industries with growth potential and develop strategic plans for these industries;
- Build on strategic partnerships to elevate and expand distribution opportunities for creative industry sector products outside of Hawaii.
- Partner with tourism sector to support marketing programs in culture and arts;
- In collaboration with the DOE and the University of Hawaii Community Colleges, expand the "MELE Program" (i.e., plan and initiate cross-promotions with Nashville);
- Develop and implement the "*Creative Academies Pilot Program*" in up to 10 schools in FY09 and 20 schools in FY10;
- Assist other industries in Hawaii's creative economy showing potential for growth;
- Implement, co-sponsor and support trade development and market expansion activities;
- Present educational workshops and forums focused on capacity building and market expansion in a lean economy and beyond;
- Update CID/ACDB's database and web site;
- Increase NARAS membership in Hawaii; and
- Continue to develop relationships with synergistic organizations;

Long Term:

- Through legislation or public/private partnership, establish a *Creative Industries Development Fund* that will provide seed money and fund managements for company start-ups or expansion;
- Attain sustainability for MELE program, integrating a middle and high school component
- Establish Creativity Academies programs in all DOE and charter schools statewide;

Note: This form was created using the W. K. Kellogg Foundation Logic Model Development Guide, January 2004.

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

- Establish multiplatform distribution opportunities for creative industry sectors with national/international media companies;
- Establish Mentorship Councils for creative industry sectors;
- Increase Grammy categories;
- Develop a television and broadband series *"Live from Hawaii"* showcasing our culture, arts, and music sectors.; and
- To locate and apply for additional funding from arts related grant making organizations to increase capacity of ACDB's budget.

Influential Factors: List the factors you believe will support or hinder your ability to impact the problem or opportunity.

Influential Factors:

- Stakeholders commitment to participate in ACDB's programs;
- Business and tourism partnerships to leverage activities;
- Legislative funding and executive branch support; and
- Financial support from foundations and other local and national organizations.

Barriers to Success:

- Limited program development funds;
- Economic climate/downturn;
- Limited staffing; and
- Financial constraints of companies.

Strategies: List the "best practices" that have helped other programs achieve the kind of results your program promises.

1. **Evaluation & Strategic Planning:** To evaluate the current economic status of Hawaii's creative economy, and to determine strategies to reach realistic achievable goals for growth.
2. **Capacity Building:** To assist companies in expanding their production capabilities that can result in market expansion through traditional and new marketing opportunities.
3. **Trade Development & Market Expansion:** Direct the formulation and implementation of programs to assist Hawaii's creative businesses in developing and expanding domestic and foreign markets for its products and services.
4. **Strategic Partnerships:** Develop relationships with synergistic organizations, companies and arts organizations outside of Hawaii to help accelerate growth.
5. **Business Advocacy:** To serve as a statewide liaison and business advocate to support and enhance industry sectors of Hawaii's creative economy that have the potential to become greater economic drivers for Hawaii and to identify and analyze challenges and issues that hamper the growth of the industry and recommend appropriate remedies through legislation and/or policy changes.

Assumptions: State the assumptions behind *how* and *why* the change strategies you have identified will work. Use 'If - then' statements, i.e. "if _____ then _____ happens."

1. If ACDB evaluates the current economic status of Hawaii's creative economy, then it will be able to better determine strategies to reach realistic achievable goals for growth, given the limited resources available.
2. If Hawaii's creative businesses can expand their production capabilities and commit to participate in ACDB's programs, then they will be able to expand their markets through traditional and nontraditional marketing opportunities.

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

3. If relationships with synergistic organizations outside of Hawaii can be established, then new opportunities will arise that can create new business opportunities for Hawaii's creative companies.
4. If ACDB can identify and analyze challenges and issues that hamper the growth of the industry, it can then recommend appropriate remedies which can result in the growth and sustainability of Hawaii's creative economy.

II. PROGRAM IMPLEMENTATION

Resources: Describe the resources available to support your program.

Internal Resources: Three (3) staff members (one staff member on loan to SMSD) with an estimated budget of \$149,500 (excluding personnel services).

Activities: Describe each of the activities you plan to conduct within your program.

See Attachment B.

Outputs: For each program activity, identify what outputs you aim to produce.

See Attachment B.

Outcomes: Identify the short-term (0-2 years) and long-term (2-6 years) outcomes you expect to achieve.

Short Term:

- To create greater public awareness of the mission and activities of CID and ACDB by increasing the number of creative industry groups and businesses participating/partnering in ACDB's activities.
- To grow programs such as MELE and Creativity Academies to help transform Hawaii's economy into one centered on innovation.
- To increase participation in ACDB's trade development and market expansion activities.
- To increase attendance and build industry capacity via ACDB's sector-specific educational forums.
- To continue to develop educational programs for Hawaii's students infusing arts, technology and music into standards based learning.

Long Term:

- For Hawaii's creative economy to represent 65,000 jobs.
- For the average annual earnings of individuals employed in Hawaii's Creative Industries to be \$60,000 annually.
- For the annual creative output of Hawaii's creative economy to be \$3.068 billion.
- For Hawaii to be a leader in creative output by establishing facilities and educational initiatives that provide opportunities for sustained success.

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

Impact: Describe the lasting impact you anticipate.

Hawaii will establish itself as a key leader in the global creative economy, through expansion and export of creative products and services, through innovation in education and competitive infrastructure for new media and the arts. Hawaii will be recognized globally for its unique arts and cultural activities, thus becoming a magnet for creative people and companies, further enhancing Hawaii's tourism brand.

III. PROGRAM EVALUATION

Indicators: Describe what SMART ('specific; measurable; action-oriented; realistic; and timed') indicators can be collected that would convey the status of your program.

See Logic Model – Form B, "Outputs".

IV. ALIGNMENT

Is your program linked to DBEDT's nine strategic objectives?		
1.	X	Hawaii Five Point Economic Plan
2.		Hawai'i Clean Energy Initiative
3.	X	Hawai'i Innovation Initiative
4.	X	Global Links
5.		Economic research and data analysis
6.		Hawai'i Open for Business
7.		Workforce Housing
8.		Planning and Land Use
9.	X	World Class Infrastructure

Emerging Industries: Does your program impact Hawai'i's emerging industries?	YES	X
	NO	

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

V. APPROVALS

a. David I. Nada _____ Submitted by - Print Name _____ Submitted by - Signature _____ Date

b. APPROVED DISAPPROVED _____ Division/Agency Head - Signature _____ Date

c. APPROVED DISAPPROVED _____ Director - Signature _____ Date