

Division/Attached Agency: CREATIVE INDUSTRIES DIVISION

Program Name: ARTS & CULTURE DEVELOPMENT BRANCH

Program ID: BED 105

I. PROGRAM PLANNING

Problem, issue or opportunity statement: Describe the problem(s), issue(s) and/or opportunity(ies) your program is attempting to respond to. Identify the participants (individuals, companies, industry sectors, etc.) engaged in this problem, issue and/or opportunity.

Hawaii has a thriving and vital cultural life with a creative economy that generates income, jobs and tax revenues. This aspect of Hawaii's general economy supports a highly skilled work force that through innovation, artistic or applied design-based effort, contributes to the advancement of Hawaii's general economy and positively affects the overall quality of life within the State. According to AmericanStyle magazine's June 2007 edition, Honolulu was ranked No. 7 for art destinations for mid-sized cities in the U.S.

The Arts & Culture Development Branch (ACDB) is focused on accelerating the economic viability of this sector of Hawaii's economy and is committed to supporting programs, projects, and activities that can accomplish this goal. 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 imbued 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, nonprofit institutions and government agencies that directly or indirectly produce goods and/or provide services that are rooted in, or generated by artistry, design, aesthetic value or cultural enterprise.

According to the report, The Creative Industry in Hawaii, April 2007, published by the Research and Economic Analysis Division, DBEDT, the total creative output estimate for the State increased from \$1,984 million in 2002 to \$2,336 million in 2005. This gives an average annual increase of 5.6 percent. Likewise, total creative earnings for the State increased at an annual rate of 3.9 percent to \$1,110 million in 2005. Finally, in 2005 total creative jobs (i.e., including both wage and salary jobs and proprietors' jobs) were estimated to be 28,884, an increase of 7.4 percent annually from 2002.

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

- Film & Digital Media (broadcast media, cable, radio, television, film production, digital media, game production, advertising);
- Visual Arts (painting, drawing, print making, sculpture, folk art, galleries, auction houses);
- Performing Arts (theatre, music, dance);
- Applied Arts (architecture, marketing, interior design, industrial design, fashion design, graphic / commercial design, culinary arts, web design, crafts);
- Literary Arts (writing, publishing);

- Advocacy and Support (arts education, cultural councils, funders);
- Heritage and Preservation (museums, historic sites, heritage corridors);
- Ethnic Cultural Activities (festivals, parades); and

-
- Cultural Tourism Activities (cultural exchange, cultural events).

It is the focus of ACDB to work with developing industries with the best growth potential for Hawaii. Identified as growth industries are:

- Visual Arts;
- Digital Media
- Cultural Events;
- Performing Arts (music, dance, theatre);
- Publishing (books, etc.);
- Crafts;
- Commercial Design;
- Heritage Corridors; and
- Educational Services.

ACDB has an opportunity to help these creative industries address their growth needs, create exportable goods and services, improve efficiency, learn business and technological skills, protect their designs, locate new markets, incorporate new technologies, and network with other businesses and the communities they work in.

The role in which ACDB can best facilitate these needs are through:

- Developing Policies and Legislation to Complement Business and Community Needs; and
- Providing Business Development and Support to Growth Industries to:
 - Build business capacity to enable businesses to expand, improve and develop new export goods and services.
 - Locate new markets and distribution opportunities.
 - Provide efficient and accurate information and services.
 - Partner with stakeholders to enhance and leverage resources and services.

Need and partners: Specify the need for government intervention. Provide supporting evidence. Identify any partners you will be working with to address the problem, issue and/or opportunity.

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

Through recent research, businesses and arts related organizations have indicated that there is a need for help in:

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

To address these needs, ACDB intends to activate strategic partnerships that are project driven with business and community stakeholders to enhance and leverage resources and services. Our partners include, but are not limited to, individuals/companies in the various industry sectors, Federal agencies (National Endowment for the Arts, etc.), other State agencies (Hawaii State Foundation on Culture & the Arts, Hawaii Tourism Authority, Small Business Development Center, UH and other educational institutions, etc.), county government agencies, other DBEDT divisions and agencies (i.e., SMSD,

HTDC, CBED and Asia Pacific Offices), trade and professional organizations (National Academy of Recording Arts and Sciences, Hawaii Academy of Recording Arts, Hawaii Book Publishers Association, Association of Hawaii Artists, etc.), as well as local and national non-profit organizations (Hawaii Arts Alliance, Hawaii Alliance for Arts Education, Hawaii Community Foundation, Western States Arts Federation, etc.)

Desired results (outputs, outcomes and impacts): Identify desired results, what success will look like, by describing what you expect to achieve near (0-2 years) and long-term (2-6 years).

Short Term:

- Develop ACDB's strategic plan as part of the overall CID strategic plan, to clearly layout the role in supporting Hawaii's creative economy sectors.
- Complete and launch ACDB's web site to provide an internet presence for companies and artisans in the creative sector.
- To implement, co-sponsor and support trade development and market expansion activities that are project based.
- To present a series of educational workshops focused on capacity building and market expansion for arts, culture and music sectors.
- Assist in obtaining National Heritage Area designation for the Hawaii Capital Cultural District (HCCD) by accelerating the process.
- To inform and educate companies and visitor industry that comprise the various sectors in Hawaii's creative economy as well as tourism industry, other government and non-profit agencies involved in arts and cultural activities of ACDB's mission.

Long Term:

- As a follow-up to the export readiness workshops, establish a tradeshow program for companies ready to export.
- To implement regional (US and foreign) promotions in key/targeted cities to expand the markets for Hawaii's companies.
- To support county-wide art councils and statewide art organizations to coordinate and develop projects and activities.
- To locate additional funding from arts related grant making organizations to increase ACDB's budget so additional activities can be implemented to assist Hawaii's companies.
- Create additional historical cultural districts.

Influential Factors: List the factors you believe will influence your ability to impact the problem or opportunity. (Things that support success and barriers to success.)

Influential Factors:

- Stakeholders commitment to participate in ACDB's programs.
- Business partnerships off shore to leverage activities and drive sustainability.
- Legislative funding and executive branch support.
- Financial support from grants, foundations and other local and national organizations.

Barriers to Success:'

- Lack of strategic road map
-

-
- Limited staffing
 - Limited marketing and program development funds.
 - Lack of commitment by stakeholders in ACDB's programs
 - Financial constraints of companies.
 - "Artistic Tunnel Vision" (or a company's lack of willingness to expand their business for the export market since many artists only are concerned with the creative aspects of their businesses and not about marketing their products outside of Hawaii).
-

Strategies: List the general successful strategies or "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, track revenues, determine realistic achievable goals for growth, and to develop strategies for ACDB / CID to reach its goals.
2. Capacity Building: To assist companies in expanding their production capabilities that can result in market expansion through traditional and new media 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 foundations 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 (i.e., legislation, policy changes, etc.).

Assumptions: State the assumptions behind *how* and *why* the change strategies you have identified will work.

1. The majority of companies and individuals are committed to grow beyond Hawaii's shores.
2. Individuals/companies and trade and professional organizations will continue to participate in ACDB's programs.
3. ACDB will continue to receive the same or increased funding for its programs.

4. The executive and legislative branch will continue to be supportive of ACDB's initiatives to foster the growth of the various industry sectors.

II. PROGRAM IMPLEMENTATION

Resources: Describe the resources or influential factors available to support your program.

Internal Resources: Four (4) staff members (with one of these staff members on loan to another division) of ACDB with an estimated budget of \$212,560.

External Resources: Federal agencies (National Endowment for the Arts, etc.); State agencies (State Foundation on Culture & the Arts, Hawaii Tourism Authority, Small Business Development Center, UH

and other educational institutions, etc.); county government agencies; other DBEDT Divisions (i.e., SMSD Beijing and Taiwan Offices), trade and professional organizations (Hawaii Academy of Recording Arts, National Academy of Recording Arts and Sciences, Hawaii Book Publishers Association, Association of Hawaii Artists, etc.); and local and national non-profit agencies (Hawaii Consortium for the Arts, Hawaii Alliance for Arts Education, Hawaii Community Foundation, Western States Arts Federation, etc.).

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

Evaluation & Strategic Planning

Development of a Strategic Plan: To develop a strategic plan for Hawaii's diverse creative and cultural resources. The ensuing plan will clearly lay out ACDB/CID's role in supporting this vital sector of Hawaii's economy and will focus on Hawaii's Creative Industries that have not reached the point of maturity, as well as having the best growth potential for Hawaii.

Capacity Building

Export Readiness Workshops: To produce a series of educational workshops and other training forums to assist Hawaii's creative industries, its artists and arts related organizations throughout the State with the establishment or expansion of viable and sustainable businesses. The proposed schedule of quarterly workshops will bring in professionals with expertise in running a business to conduct presentations and provide information important to the professional development and growth of one's business that results in capacity building and/or market expansion.

Trade Development & Market Expansion

Web Site Development: To complete ACDB's web site that will provide internet presence for industry sectors in Hawaii's creative economy. The web site will function as a portal for the general public and trade to promote commerce and provide information and business development links and services.

Hawaii Global Links – Mission to Japan: To participate in the business mission to Ehime and Hiroshima, Japan, October 31 – November 7, 2007 by producing two concerts featuring Hawaiian music and dance at the Hawaii-Ehime Sister/State Reception and the 10th Anniversary Hawaii-Hiroshima Sister-State/Prefecture Reception.

Washington, D.C. National Book Festival: To support the Hawaii Books and Music Festival's and the Hawaii Book Publishers Association's participation in the September 29, 2007 event for the purposes of:

1. Making major publishers, authors, and their capital audience aware of the fact that Hawaii has the most vigorous regional publishing industry in the nation.
2. Meeting with national publishers to make them aware of the products of Hawaii book publishers that should be of interest to a national audience.
3. Making major publishers and authors directly aware of the new and successful Hawaii Book and Music Festival that is held annually in May of each year in Honolulu.
4. Making contact with potential presenting authors who are suitable and desirable for the Hawaii Book and Music Festival.

2008 Live from the Lawn: To co-sponsor the annual *Live from the Lawn* events with the Friends of

the Hawaii State Art Museum and the LEF Foundation. The *Live from the Lawn* event is a series of free arts-oriented entertainment performances for FIRST FRIDAYS that take place on the front lawn of the Hawaii State Art Museum. FIRST FRIDAY is Honolulu's highly successful gallery walk where downtown galleries and studios, including the Hawaii State Art Museum, open their doors for extended hours on the first Friday of every month, providing an opportunity for locals and tourists to experience the rich artistic and cultural resources of downtown Honolulu. The series of arts-oriented entertainment includes the January event that features Hawaii's Grammy nominees.

Borders West Coast Promotion: To work with the Hawaii Book Publishers Association and the Hawaii Academy of Recording Arts to implement a book and music promotion at selected Borders Books and Music outlets in the western region of the U.S. mainland.

Hawaii Books & Music Festival: To co-sponsor the Hawaii Book Publishers Association's participation in the annual Hawaii Books & Music Festival.

Book Expo America: To plan, coordinate and implement a Hawaii section in cooperation with the Hawaii Book Publishers Association in Book Expo America, May 29 – June 1, 2008, in Los Angeles, California for the purpose of promoting books that are published in Hawaii.

GIAs/Contracts: Continue to monitor contracts with: the Hawaii Theatre for the restoration of the theatre's roof; the Friends of the Hawaii State Art Museum to co-sponsor the *Live from the Lawn* arts-oriented entertainment performances in 2007 and 2008; and the Honolulu Community College's "*MELE Program*."

Business Advocacy

National Academy of Recording Arts & Sciences (NARAS): To co-sponsor NARAS' workshop to educate Hawaii's recording artists, musicians and distributors of the changes that are taking place in the music industry, as well as to begin discussions with the Department of Education to co-sponsor a "Grammy Career Day" to educate Hawaii's high school students on careers in music.

11th Textile Society of America, Biennial Symposium 2008: To co-sponsor the Textile Society of America's biennial symposium that will be held in Honolulu, September 24-27, 2008. The symposium will provide an international forum for the exchange and dissemination of information about the cultural perspectives of textiles worldwide.

Hawaii Capital Cultural District (HCCD): To assist HCCD in being proclaimed a National Heritage Area Designation that will foster economic development for the arts in the expansive HCCD district.

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

1. Number of new activities resulting from a strategic planning process to be completed by March 31, 2008.
2. To produce a minimum of two educational workshops in each of the four counties.
3. To complete ACDB's web site by March 31, 2008.
4. To co-sponsor twelve (12) *Live from the Lawn* events.
5. To plan, coordinate and implement three trade development and market expansion activities.
6. To co-sponsor two local events that brings international attention to Hawaii's cultural and creative economy.

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

Short Term:

1. To create greater public awareness of the mission and activities of ACDB by increasing the number of creative industry groups and businesses participating/partnering in ACDB's activities by 3% per year and to annually increase the number of hits on ACDB's website by 5%.
2. To annually have approximately four new companies start to export to overseas markets as a result of attending ACDB's export workshops, or by providing logistical support, partnering opportunities or facilitating access to off-shore markets.
3. To annually have approximately five to ten companies participate in ACDB's overseas promotions.
4. For Honolulu to continue to be ranked in the top 10 list for art destinations for mid-sized cities in the U.S. as determined by AmericanStyle magazine.

Long Term:

In the long term the foundation laid by ACDB's programs will continue to increase the number of companies exporting to overseas markets, as well as to enhance Hawaii's image as a place that is known worldwide for its arts and cultural activities. In addition, over the next five years, total creative output will continue to increase by approximately 5.5 percent per year; total creative earnings by 4.0 percent; and total creative jobs by 7.0 percent.

Impact: Describe the lasting impact you anticipate.

Hawaii will be known worldwide for its arts and cultural activities, thus becoming a magnet for creative people and companies, and a place that visitors want to return to, over and over again.

III. PROGRAM EVALUATION

Focus Area: From your program logic model, list the components of the most important aspects of your program.

See attached matrix.

Audience: Identify the key audiences for each focus area. Who has an interest in your program?

Questions: For each focus area and audience, list the questions they may have about your program.

Information Use: For each audience and question you have identified, identify the ways you will use the evaluation information.

Indicators: Describe what information can be collected that would convey the status of your program.

IV. ALIGNMENT

How is your program linked to DBEDT's six strategic objectives?

1.		Workforce Housing
2.	X	Workforce Development
3.		"Energy For Tomorrow"
4.	X	"Global Links/Export of Goods and Services"
5.	X	The Creation Of An "Innovation Infrastructure"
6.	X	Improve Hawaii's Small Business Environment

If your program is not linked to any of the six objectives, explain why it is still important.