



A STRATEGIC ASSESSMENT OF GREATER GREEN BAY'S CREATIVE SECTOR



EXECUTIVE SUMMARY

Submitted by

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INTRODUCTION

In October 2021, the Greater Green Bay Chamber issued an RFP for an Arts and Culture Assessment and Plan. In addition to the Greater Green Bay Chamber, the partners for this project included Bay Area Arts and Culture Alliance (BAACA), the City of Green Bay, the Brown County University of Wisconsin-Green Bay, and the Greater Green Bay Community Foundation. The partnership's goal was to ***“better harness arts and culture as a powerful tool to help advance multiple community strategic priorities”***. The objectives for the project were identified as:

- Develop a shared vision and vocabulary for the role of arts and culture
- Identify current arts and culture assets
- Build on existing community plans to highlight where the arts can act as an accelerator, or a strategy to accelerate
- Develop recommendations for a funding structure to support the arts into the future

While the RFP called for a strategic plan, consultants believed that until there was a thorough assessment of the 'state of the creative sector,' it would not be prudent to conduct a strategic planning process. First, consultants needed to study major issues facing the sector including:

- Breadth, depth and quality of assets
- Visions of the members of the creative community
- Existing and required support for working arts and culture professionals,
- Perceptions of civic, corporate and funding leaders, and their desired roles in supporting the creative community
- Impact of the arts on the community at the grass roots level
- Conversation and awareness of the role and impact of arts and culture both now and future potential
- Fit and desired roles of public entities in the future development of the creative sector

This assessment stretched its scope to include Greater Green Bay's for-profit creative sector. The burgeoning 'creative economy' around the globe compels this research to cast a wider net over creative enterprises and creative workers. For purposes of this assessment, the creative sector was defined as inclusive of non-profit arts and culture organizations, independent artists (e.g. musician, visual artist, sculptor), sole proprietor creatives (e.g. graphic designer, architect, sound engineer) and for-profit creative enterprises (e.g. PR or advertising agency, printing, broadcasting, graphic design agency).

Therefore, this was constructed as a deep and broad assessment of the arts, culture and wider creative sector to produce a set of findings, recommendations, priorities, and the basic architecture for the subsequent strategic planning process.

PROJECT STRATEGY

The consulting team of Christine Harris, from Christine Harris Connections, and Mary Reinders, from Reinders Research worked in partnership with Kelli Strickland, of the Bay Area Arts and Culture Alliance, who served as the Project Lead and Lauren Axell of the Greater Green Bay Chamber, who served as the Project Manager. The project began in late January 2022 and concluded in November 2022.

A Steering Committee was formed, consisting of 14 community members, co-chaired by Dennis Buehler of the Greater Green Bay Community Foundation, and Alex Zacarias of the Boys and Girls Clubs. The role of the Steering Committee was to oversee the assessment process, promote the project, open doors for community discussions, provide strategic community advice and insights, provide feedback on research findings, and participate in determining next steps.

The consultants designed an integrated research plan, drawing upon existing data resources, qualitative interviews with core stakeholders, town halls/roundtable discussions, and a representative survey of the broader community, including segments under analysis. This is known as a ‘funnel approach’, where concepts are built upon and tested as the sample grows larger and fans out from the core. Total participation included 1,615 respondents from the Greater Green Bay area. This included 15 Steering Committee members, 40 community interviews, 100 participants in 8 focus groups/town halls, and 1,460 community survey responses.

CURRENT STATE of ARTS and CULTURE in GREATER GREEN BAY

Greater Green Bay has a proud history and rich regional cultural heritage over the years. Research shows that the community highly values its arts and culture offerings (as reported in both the 2016 and 2021 Brown County LIFE studies). There are several strong cultural institutions (e.g. the Weidner, Neville Museum, Botanical Gardens, the Library system, the Meyer Theatre, and the upcoming Mulva Center) as well as a robust and growing independent artist and gallery scene. However, there are also gaps in size, type and quality of cultural offerings that have impeded Greater Green Bay’s capacity to have a fully formed arts and culture sector. Developing a robust and well-integrated arts and culture sector will mean more investment in the incubation of young organizations. This includes talent, training and mentorship opportunities, sustained exposure of the growing creative scene, and longer-term investment strategies.

Prior to this project, the community hadn’t explored the potential of connecting the burgeoning for-profit creative enterprises (e.g. Khrome, Elevate 97, and Titledown Tech) to its nonprofit cultural infrastructure. It was agreed that integrating the non-profits, independent artists and for-profit creative enterprises in a more cohesive manner would begin to formulate a ‘creative economy’ to help fuel Greater Green Bay’s growth and development.

A profile of Greater Green Bay's current creative sector led to the following conclusions:

- There are approximately 80 arts and culture organizations and 225 for-profit creative enterprises in the Greater Green Bay region
- More nationally recognized artists than known, appreciated or employed
- Many artists are more successful selling their art online or out of town
- Narrow arts/culture organizational profile – a very few large organizations over \$300K with the vast majority of organizations under \$150K and many under \$50K
- Wide variety of quality across the sector
- No strategic, long-term funding or development strategy from the community for the sector

Currently, there is no comprehensive economic database inclusive of arts and culture organizations, independent artists, individual for-profit creatives and for-profit creative enterprises for the nation as a whole or for individual geographies. Across the country, communities are assessing and championing their creative economies using multiple research strategies. Economic data on the impact and value of Greater Green Bay's arts, culture and creative sector came from two primary sources. The first source included data from the Americans for the Arts *and Economic Prosperity 5* study based on 2015 data, and WESTAF's Creative Vitality Index (CVI), the only national creative economy database available for individual regions.¹

In 2015, Americans for the Arts *AEP 5* study included 41 arts and culture organizations from Greater Green Bay. The total economic impact of these organizations and their audiences at that time was \$36,318,081. The number of full-time equivalent jobs was 1,311.

The current CVI data revealed \$11.7 million in non-profit arts and culture revenues and \$1.2 billion in industry sales, and 6,417 jobs, for the creative industry sector in Brown County.

Rationale for Including All Creative Businesses in the Assessment: Since the early 2000's, there has been significant interest around the globe about the role of creativity in economic development. The term 'creative economy' first appeared in John Howkins' 2001 book *The Creative Economy*. He defined it as *the transactions of creative products that have an economic good or service that results from creativity and has economic value*. Since then, there have been many variations on this definition as the industry cluster has evolved. Today, the definition most commonly used is *the measured economic value of the businesses and workers in creative enterprises and occupations*. This definition includes revenue and wage value of non-profit arts and culture organizations, independent artists, sole proprietor creative businesses, for-profit businesses specializing in creative product, and the wages of creative occupations across all industries.

¹ Creative Vitality Index <https://cvsuite.org/>

Consultants see the relevance to the assessment because of the potential benefits to GGB in the exploration of the entire creative sector’s assets for three reasons: 1.) the community is dedicated to innovation and is putting resources behind becoming an innovative/start-up business and development hub; 2.) creativity is a key component of a sustainable, resilient, and growing community; and 3.) research showed that the community defines arts and creativity in the broadest terms possible, using imagination and a desire for inclusion, unity, entertainment, education, and business growth to lead the way. While the business models of the non-profit arts and culture community and for-profit creative enterprises differ and there may not be an established pattern of interface between the two (not just in Green Bay but around the country) - they are bound by a common dedication to the role of creative expression and the production of creative goods and services in connecting the community.

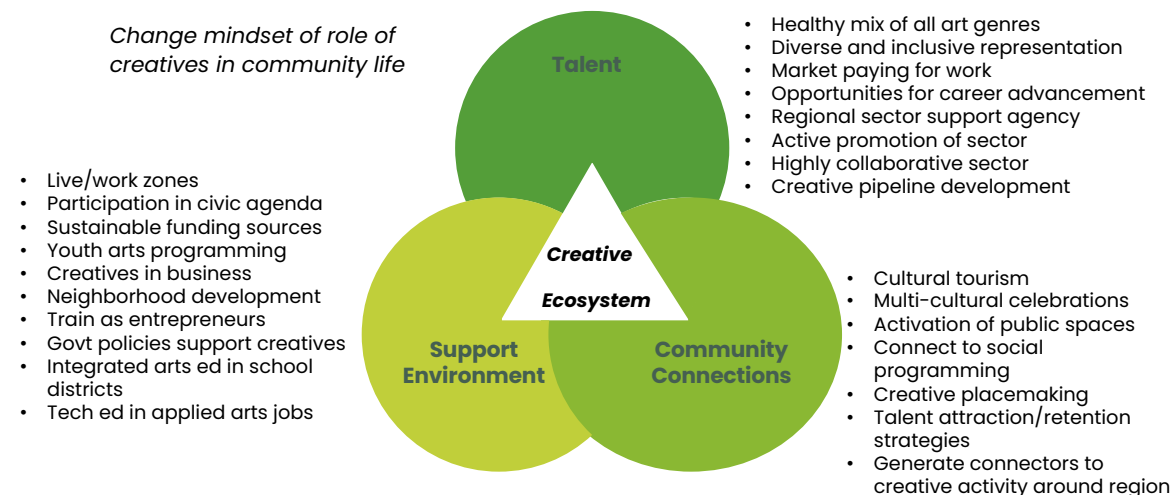
THE CREATIVE ECOSYSTEM

The RFP called for building a shared vision and vocabulary for the arts and culture sector. To that end, the consultants introduced the concept of a *High Functioning Creative Ecosystem*. The graphic below outlines the mutually reinforcing components of the ecosystem.

The consultants chose the rubric because of the community’s interests in both excellence and monitoring progress against a set of measurable goals, like the LIFE Study and the Chamber’s Economic Development Plan. Setting up the creative sector to understand how well it is functioning currently, then identifying where it can be made stronger, offers a blueprint for a leadership agency with specific goal and priority setting opportunities. The rubric also informed research strategy, the analysis of research results, and in identification of thematic connections to the city, Chamber, and community priorities. The High Functioning Creative Ecosystem is described in the graph below.

HIGH FUNCTIONING Creative Ecosystem

Infrastructure that cultivates innovation, creative thinking, a unique sense of place, economic vitality, neighborhood vibrancy, community connection



KEY ASSESSMENT FINDINGS

These findings are divided into the three categories of the High Functioning Creative Ecosystem structure.

TALENT

1. Uniting artists will be the absolute first step in growing the sector. There is broad agreement among most creatives about the need for a leadership organization.
2. There is universal agreement that more arts are needed by all members of the Green Bay community. However, analysis unveils a profile or typology of art champions. Statistically, they tend to be urban relocators, double income, no kids, aged 40+. These are the core group that really “gets” both the need for art and the arts resourcing component (i.e., government funding, corporate funding, partnerships, equal pay, jobs/marketing for artists).
3. The public’s definition of the arts is extremely broad and focused on commerce, entertainment, and community engagement. Looking at new arts desired the public desires an integrated mix of year-round and family friendly offerings. This includes everything from visual and performing arts to massage, horse shows, farmers markets to arts districts, more galleries, hands-on demonstrations.
4. At the same time, the small number of active arts/culture nonprofit organizations need continued engagement to ensure involvement in sector unification and advancement. The Greater Green Bay community will benefit from a robust nonprofit organizational infrastructure as will the future health of the creative sector.

SUPPORT ENVIRONMENT

5. There is universal agreement that more arts is needed by all members of the Green Bay community. However, analysis unveils a profile or typology of art champions. Statistically, they tend to be urban relocators, double income, no kids, aged 40+. These are the core group that really “gets” both the need for art and the arts resourcing component (i.e., government funding, corporate funding, partnerships, equal pay, jobs/marketing for artists).
6. While many interviewees, focus group and Town Hall participants pointed to a diverse array of funding sources – there was broad agreement that local government can play an active role in supporting the sector. The survey tested this ideal among a representative population of respondents and found a high average level of agreement (7.91) with the statement that; Government Investment is a Responsible Way to Improve the Quality of Life for All Green Bay Residents.

7. At this point in time, there is no strategic, cohesive, long-term fund planning for the creative sector.
8. The business case for arts/cultural expansion is clear and should be made to fit the perspective, information needs, and language of various segments (e.g., public leaders). Green Bay's corporate executives understand the business appeal of the arts, underscored in their agreement with the top three direct impacts: Strengthen local economy (67% agreement), Attract new workers to GGB (58% agreement), Retain Existing Employees (55% agreement).

COMMUNITY CONNECTIONS

9. Green Bay citizens across sectors, ages, and ethnicities place a commonly high value on the arts and creative activities. Building arts for a higher purpose lies in a hierarchy with **Quality of Life** at the core, fanning outward toward integrating arts toward specific purposes and goals (e.g., education, community events, growing local economy, tourism, attracting residents, etc.).
10. New arts and creative initiatives should focus on the integration of multi-arts activities based in **Downtown Green Bay** (as well as the Eastern and Western parts of the city). The sector should also focus on initiatives and events that unite arts/culture with local resources (Packers, Oneida, trails, riverfront, UWGB/NWTC).

The creative sector identified its key priorities for a High Functioning Creative Ecosystem as:

- a. Representation and collaborative engagement in the civic agenda
- b. Strong united central creative sector agency
- c. Stable government support strategies
- d. Long term investment from corporate and philanthropic communities
- e. A K-16 arts education strategy and creative pipeline development
- f. Expanded neighborhood creative engagement

ALIGNING CREATIVE and COMMUNITY PRIORITIES

The research process collated the priorities identified by civic leadership over recent years. The table below identifies these key city and community priorities:

<u>CITY PRIORITIES</u>	<u>COMMUNITY/CHAMBER PRIORITIES</u>
place-based creative activities	quality of life
space activation	community seeking inclusion and more diverse opportunities
public art	building a strong local identity, rich in arts, culture and engaging creative activities
local tourism	attracting and retaining talent
economic enhancement	increasing neighborhood connections
	accelerate downtown and urban development
	ecosystem for innovation and entrepreneurship

The Steering Committee reviewed the above priorities with those identified by the creative sector. They concluded that advancing the following creative priorities would align with and support civic priorities identified above.

- An agency serving a united creative sector
- Engagement in the civic agenda
- Stable and long-term strategies for government, philanthropic and corporate investment
- Expanded neighborhood creative activities
- Integrated, multi-faceted arts districts
- Incorporated creative activity in public and nature spaces
- Collaborations and partnerships across the community
- Sustained promotion of creatives and creative activity
- Increased emphasis on diversity, equity and inclusion

RECOMMENDATIONS

Consultant recommendations have been framed in the context of building a high functioning creative ecosystem unique to Greater Green Bay. Given the early stage of its development, we recommend that the ecosystem grow from the foundation of a strong and united leadership coalition.

These recommendations will serve as the base structure for developing a strategic direction for Greater Green Bay's creative sector. There are two phases recommended – *Phase One*: Present Assessment Results, and *Phase Two*: Establish a Creative Sector Leadership Coalition.

PHASE ONE: PRESENT ASSESSMENT RESULTS to the COMMUNITY

The first priority is to communicate and discuss the results of this assessment to:

- develop a shared understanding of the current state and potential of the creative sector with members of the creative sector,
- establish shared information about the sector across the community,
- increase awareness of the creative sector,
- attract broad-based community investment in the success of the sector.

Key members of the Steering Committee and BAACA leadership should oversee this communication plan. BAACA's leadership role in this process will support establishing BAACA (or another organization like it) as the sector leadership coalition.

To maintain momentum, Phase One would ideally conclude by end January – mid February. The agenda for these communications would include:

- reasons for the assessment and who organized it
- purpose and goals of the assessment
- why the broad definition of the creative sector
- research highlights
- key findings
- recommendations
- call to action/next steps, particularly creation of a new leadership structure

Below is the recommended order of activities to ensure that, when Phase Two moves into high gear, it has significant input from relevant constituencies and has established a presence and credibility from the start.

1. Produce a Press Release Announcing the Conclusion of the Assessment

A press release from BAACA and the Steering Committee Co-Chairs to be distributed, announcing the end of the assessment. The release would list the Steering Committee members, reference numbers of people involved in the process, announce the purpose and timing of the *Spark GGB! Assessment Results Tour*, and the establishment of a leadership coalition to advance the recommendations of the assessment.

This release would invite people to sign up for learning more information, or direct them to the report on a website. Leaders might also test interest in an open community town hall to discuss the assessment results. Inviting the community "inside the process" for deeper engagement will enhance the awareness of the role arts and culture plays in Greater Green Bay and increase broad-based support for the sector.

2. Create a Graphic-Rich Presentation of Assessment Results

While there is considerable value in having the full report and executive summary available for anyone to review on multiple websites, the best communication tool will be a graphic-rich, at-a-glance, summary presentation and *call to action* designed specifically to communicate the assessment results to the Greater Green Bay constituencies. The consultants with BAACA shared examples of how a printed approach was used in other communities.

This summary needs to be aligned with the communication approach of other larger, community-wide research projects. Key members of the Steering Committee led by Kelli Strickland need to determine the communication objectives and data points that will best connect to the potential audiences for this assessment report. A graphic design specialist from the creative community, who is connected to the project, will be best suited to converting this information into a strong summary presentation.

3. Conduct a Town Hall for the Arts and Culture Community

The most significant audience to connect with immediately is the non-profit arts and culture sector, i.e., organizations and the independent artists who comprise the arts and culture community. The driving force for this assessment work has been understanding the state of this arts and culture community. Valuable information gained will help inform ways for organizations and the artists they serve to maximize its future potential. They deserve to know the details of this assessment and its recommendations as well as have full freedom to discuss the implications for next steps toward their desired future. Feedback revealed significant fragmentation, disconnect, and some mistrust across the creative community. The first step will be connecting the community and building communal trust in collective discussion and action planning.

An open Town Hall for all non-profit arts and culture organizations and independent artists is recommended *as soon as practicable*. Led by BAACA along with selected Steering Committee Members, and sponsored by a Steering Committee organization, would ensure an audience inclusive of community leadership and research credibility. The agenda would include items highlighted above, along with discussion on their role in advancing the cultural sector in Greater Green Bay. A significant item would be engagement with the for-profit creative sector – *why, how, what and when*.

It will be important for this to reach a wide number of members of this arts and culture sector, but also making sure that it only includes those individuals directly engaged in a non-profit arts/cultural organization or working as an independent artist to ensure relevant, candid, comprehensive, far-reaching discussion. In other words, be careful about including people who aren't directly active in the arts and culture community (e.g. friends of an artist, or an uninvolved board member) because it could derail the scope and impact of the discussion. The feedback in this Town Hall will be critically important to the credibility, engagement, and overriding agenda for the leadership organization.

The Town Hall could conclude with a focused discussion on the development of the leadership organization and its alignment with the assessment recommendations. At its best, this discussion will provide the leadership organization with significant input for development. Coalition building and long-term cohesiveness of the arts and culture community is the most important objective coming from this assessment.

4. Host a Roundtable for Key Leaders in the For-Profit Creative Community

As noted in the full assessment report, there is no cohesive ‘creative sector’ in Greater Green Bay. Chiefly, because the arts and culture community operates singularly vs. as a well-connected community with networking and engagement with other sectors. Introducing the currently non-engaged for-profit creative enterprises into the mix will build a stronger foundation for advancing a unified structure. At the same time, it adds a complexity that requires serious and strategic exploration. In practice, this broader definition of the creative sector may or may not align with the goals of the greater community.

Key Steering Committee leaders could construct a list of potential key leaders in the for-profit creative community. This can begin naturally with leaders who have participated in this assessment (already expressing interest, ideas, and opportunities for the expansion of the creative sector), including *owners of large creative enterprises like ad or pr agencies or printing firms, founders of boutique creative service businesses, highly reputed sole proprietor creative artists, heads of professional creative agencies like the PRSA Northeast Wisconsin, head of Design Arts at UW-Green Bay, AAF Fox River, etc.* Selected leaders would be invited to a private roundtable presentation of the assessment results. Discussion objectives would include soliciting study feedback along with determining the role for-profit creative enterprises could play in arts and culture community alignment.

Results of this roundtable will provide key information for the formation of the sector leadership organization. It should establish if, where and how to connect the non-profit arts and culture community and the for-profit creative enterprises.

5. Host a Roundtable of Key Greater Green Bay Chamber Leadership

Given the Greater Green Bay Chamber’s role on the Steering Committee and hosting the Business Sector Town Hall, it makes sense for the Chamber to host a roundtable with key business and community leaders to present assessment results. The agenda would include presentation while soliciting feedback on recommendations, stimulating discussion on the implications for the relationship between the creative sector and the priorities of the larger business community. In particular, the discussion could focus on the role of the *creative economy* for Greater Green Bay’s economic development strategy. It will be important for this audience to understand the Creative Vitality Index (CVI) data on the information on Greater Green Bay’s creative economy and its impact on the larger economy, workforce, and vitality. The creative economy is generally defined as *the measured economic value of the businesses*

and workers in creative enterprises and occupations. While every community defines it differently, it generally includes the output the non-profit arts and culture community, the for-profit creative businesses, and the earnings of creativity-based occupations across all industry clusters.

Bringing results of the research into this discussion will be instructive for broadening awareness, formulating the scope, and uncovering opportunities of the leadership coalition. The discussion will likely yield potential partnership and fruitful investment opportunities.

6. Host a Creative Sector Philanthropic Investment Summit with Greater Green Bay Community Foundation

The assessment revealed that there are no significant long-term strategies for investing in the arts and culture community by most of the traditional funding vehicles (e.g. corporate sponsorships, foundations, public funding). The leadership of the Greater Green Bay Community Foundation, both in this assessment as well as community initiatives, demonstrated their capacity to host this investment summit. The agenda would be to present the assessment results, solicit feedback on the recommendations, and discuss how to harness the area's rich resources and assets in support of the long-term financial success of the arts and culture sector.

Summit participants need to include key community philanthropy funders (individual and foundation) as well as venture capital investors to ensure an appropriately broad discussion of the role of the community in funding arts and culture in Greater Green Bay. The initial topic should be how to fund the new leadership coalition for its initial (2-3 start-up) years of operation.

7. Meet with the Green Bay City Mayor and the Brown County Executive

Connecting with the region's public leadership about the assessment results will be important for maximizing understanding of the vast potential of arts and culture to contribute to the region's priorities.

Interviews with the Green Bay Mayor and the Brown County Executive revealed strong interest in ensuring a healthy and productive arts and culture sector. However, it was also clear that public leaders would benefit from a better understanding of how arts and culture as well as the larger creative sector provides a positive economic and community development impact for the region.

The Steering Committee co-chairs, along with 1 or 2 other key influencers, could present an agenda including assessment results, soliciting feedback on recommendations, and discussing the role of government in supporting the vision and mission of a sector leadership organization. This would include a review of 1.) ways in which the city and county are currently supporting arts and culture; 2.) the potential benefits of having a city and county liaison sponsored by the leadership coalition. Those liaisons would be responsible for a.) inventorying all policies and

regulations affecting the creative sector for the purpose of maximizing the potential for the success of the sector to strengthen the region; b.) helping all government departments understand the potential of engaging with the creative sector; c) reviewing potential for ArtsSpace and other creative space development; d.) building partnership with the Public Arts Commission; and e.) developing liaisons with the other regional municipalities.

PHASE TWO: ESTABLISH A SECTOR LEADERSHIP COALITION

Research demonstrated that all sectors in the community believe that having a arts and culture leadership organization would be valuable. And, in fact, *this is the most important priority for sector development*. Local government, the Greater Green Bay Chamber, Discover Green Bay, and the Greater Green Bay Community Foundation (among others) are seeking partnership with the sector that only an organizing coalition can provide. Additionally, close to 70% of the creative sector wish to see the sector better represented in community planning and community engagement.

A leadership structure task force has been formed from the Steering Committee to begin development. Currently, the Bay Area Arts and Culture Alliance is the sponsor of this assessment and has been performing the role of creative cultural leader. Some work on structure has already commenced. Consultants previously shared examples of other relevant arts and culture leadership structures around the country.

If the community is ready to install BAACA as the leadership organization, this board can move forward with development of a business model. If the community disagrees, key leadership from the assessment process should form a strategic task force to develop a new coalition and leadership structure.

1. Define the Creative Businesses to be Served by the Leadership Coalition

Leaders of this work must determine their definition of the creative sector for purposes of establishing a coalition. Results of Phase One will inform the strategic direction Greater Green Bay pursues in its leadership infrastructure.

For some national perspective, the last decade saw challenges for communities to form viable coalitions between arts and culture organizations, independent artists, sole proprietor creatives and for-profit creative enterprises. Contributing factors include: a.) this is not a naturally formed alliance with common intersections of activity – their link is the contribution of creativity to a community rather than a collection of similar business models, and b.) the non-profit operating model is uniquely and heavily dependent on public support. Therefore, merging the interests and mindsets of for- and non-profit business models is challenging when seeking common ground, vision, and direction.

Leadership structure options include service to: a.) all creative businesses; b.) the non-profit arts and culture organizations only; c.) the non-profit arts and culture community and

independent/individual artists; and d.) the non-profit arts and culture community and independent artists while also establishing a formal alliance with the for-profit creative business community for addressing mutual issues and goals.

2. Construct Mission and Vision Statements

Once the audience to be served is determined, it will be important to revisit the ‘why’ for this coalition to be created. Establishing the reason for its existence will provide the backbone of continued engagement and developing common mission and vision statements.

Vision and mission statements should be constructed together with key leadership involved in establishing the leadership organization.

3. Develop a High Functioning Creative Ecosystem Model

The High Functioning Creative Ecosystem (HFCE) rubric has been instrumental in the strategy of this assessment process. A starting reference point was determined by the Steering Committee, which sets the stage for the new structure to establish strategic measurement goals. The rubric and the starting point are explained in Section IV of this report.

The following are the building blocks of a high functioning creative ecosystem – *talent, support environment, and community connections*. The development and priorities for each of these components are identified below.

CELEBRATE TALENT

.....by identifying, promoting, and engaging the multi-faceted talent pool throughout the region to reach its highest potential as creatives and contributors to community life.

Priorities:

- **QUICK WIN:** Build out the asset map to include all individual and organizational creatives and produce a directory of resources. Link creatives with current space occupation.
- Educate the public and the sector about the breadth of talent and broad perceptions of the arts across Greater Green Bay.
- Develop a career talent pipeline of resources; education, training, mentorship, entrepreneurship.
- **QUICK WIN:** Invite creatives (of all types) onto government and other community committees to be actively engaged in problem solving and advancing the civic agenda more innovatively.
- Connect creatives to the corporate sector for artists-in-residence, creative activities to draw workers back into offices, art collections in workplaces, etc.
- **QUICK WIN:** Establish a promotional awareness campaign focusing on the range and availability of creative talent in the region – a ‘create locally’ message.
- Develop an ‘artists fund’ to sustain and advance broad and deep creative talent.

- Support K-16 creative arts educational tracts and continual infusion of arts into the larger curriculum.
- Ensure that the leadership coalition places high priority on creative artist development.
- **QUICK WIN:** Invite creatives of all types and sectors to engage and contribute to the organization of the leadership structure.

CULTIVATE SUPPORT ENVIRONMENT

.....by strategizing, sustaining, and expanding the commitment and mechanisms to ensure the resources required to build sector capacity are structured for the longer term, reviewed regularly, and supported within the sector leadership entity.

Priorities:

- **QUICK WIN:** Establish a creative sector leadership organization.
- Rigorously review the range of non-profit arts and culture organizations for gaps in size, quality, type of art, etc. and determine how best to support building a more well-rounded and robust sector.
- In addition to incorporating a standalone strategy for the creative sector, integrate arts, culture and creative activities throughout the Greater Green Bay Chamber’s *Economic Development Strategic Plan* based on assessment findings.
- Greater Green Bay Community Foundation host a *Creative Sector Philanthropic Summit* (including venture capital investors) to review assessment results and discuss short and longer-term investment needs – exploring potential range of funding mechanism from a community united arts fund to investment capital. (see Phase One #6 above)
- Greater Green Bay Chamber and City of Green Bay host a *Creative Sector Development Summit*, in partnership with new leadership coalition, to review assessment findings, and economic impact studies to establish a strategy for elevating awareness of the creative sector as a strong and active participant in regional development. (see Phase One #5 above)
- Establish a ‘creative education task force’ to review current K-16 creative curriculum and career opportunities to establish a strategy of expanding commitment and resources to build and support a creative talent pipeline (including technical arts employment and arts administration) of exposure, education, mentorship and career development.
- **QUICK WIN:** Provide a “creative resources” database that allows open public access to find calendar information, a link to the directory (for hiring creatives), talent recruitment information for Greater Green Bay, future event plans to support building collaborations and partnerships and finding talent.
- City of Green Bay and Brown County discuss assessment findings with their departments and strategize how to easily access creatives for decision-making and support the creative sector agenda within government planning.

INTEGRATE COMMUNITY CONNECTIONS

.....by including, collaborating, and activating activities across the region that develop partnerships and activities designed to deepen resident inclusion, access, celebration, engagement, and civic pride.

Priorities:

- **QUICK WIN:** Integrate more creative activities into community events to raise awareness, directly market artists and showcase talent and creative options available.
- Provide access to a wider array of integrated creative activities year-round.
- Develop partnerships with local businesses, neighborhood associations and cultural associations to build a creative agenda together with the sector's leadership entity.
- Strategize and develop integrated arts districts across the region – opportunity to build connection across a community divided by water and railroad tracks.
- City to develop an artist live/workspace program.
- Involve creative sector leadership entity when planning neighborhood development.
- Utilize the creative sector asset map to include neighborhood organizations, festivals, and events – identify gaps and opportunities to bring together individuals of diverse backgrounds, cultures and belief systems.

It will be critical to review the priorities identified herein alongside the results of the community presentation of the assessment. From this review, the leadership structure can establish its priorities. Establishing priorities congruent with the rubric of the HFCE will form the underpinning of a strategic plan.

4. Develop a Strategic Plan

With the background of the assessment results, community communications, establishment of the HFCE rubric, along with the mission and vision statements, the leadership team can work on development of a strategic plan.

It will be valuable to begin looking at a three-year timeline for a number of reasons – 1.) the pace of change within Greater Green Bay and within the cultural community post-COVID makes it pretty impossible to predict or plan beyond that length of time 2.) this timing is excellent for setting a fundraising goal to provide the operating support necessary for this three-year timeframe, and 3.) the organization needs this time to focus on getting itself operative and continuing in-depth communications with the sector it is serving versus feverishly trying to meet short-term funding demands.

5. Announce the New Leadership Structure

When the leadership coalition's purpose, structure, and priorities are clear, it will be time to announce the new structure and its action plans. It will be very important to circle back to everyone involved in the Phase One communication strategy for priority with this announcement.

CONCLUSION

While the community values its arts and culture, it is unaware of the breadth and depth of its creative talent. Also, the community tends to view arts and culture as a 'nice to have' for quality of life without recognizing the multi-pronged economic and community development impacts.

There is high potential for Greater Green Bay to achieve a robust, productive, and high functioning creative ecosystem that becomes an asset toward community growth. The keys come from partnership –coalescing the creative talent into an integrated network, developing a strategic vision for long-term success, and aligning creative sector priorities with city and community priorities. Spark GGB! has ignited the fire and now it is up to the broader community to fan the flames of creativity!