



**Kansas**  
Department of Commerce  
*Creative Arts Industries Commission*

## **Strategic Plan**

### **FY21 Update**

**The Kansas Creative Arts Industries Commission** is a program in the Kansas Department of Commerce focused on leveraging the creative arts to benefit the Kansas economy. The commission is dedicated to measuring, promoting, supporting and expanding the creative arts to grow the state's economy and enhance the quality of life.

The creative arts sector of the Kansas economy includes individuals, private businesses, and non-profit organizations primarily involved in design, film/media, literary/publishing, performing arts, visual arts, and other cultural heritage disciplines. Creatives refers to individual artists and professionals working in the above fields.

**Mission:** To promote, support, and develop the creative arts in Kansas through partnership, innovation, job growth and entrepreneurship.

**Vision:** The Kansas Creative Arts Industries Commission envisions a robust statewide creative arts sector that fosters and promotes the following:

- A growing Kansas economy
- An enhanced quality of life
- Significant and sustained investment in the creative arts.
- Dynamic partnerships between non-profit arts and cultural organizations, public institutions, and private businesses.
- A strong cultural identity for Kansas.
- A national reputation for creative arts enterprises and experiences.
- A highly skilled and integrated creative workforce.

### **Values:**

- Experimentation, Artistic Excellence, & Quality
- Innovation & Entrepreneurship
- Wide demographic reach, universal access and local impact
- Integrated cultural, public, and private sector collaboration
- Civic enrichment with measurable cultural and economic return on investment

### **Goals:**

1. Foster collaborations that strengthen the role of the arts in economic and community development
2. Promote Kansas creative arts assets
3. Support the value of creative and artistic skills in all levels of education and workforce development
4. Increase participation in the creative arts in Kansas

## Key:

- **Completed / On Going:** Items that have been established and are currently applied on an ongoing basis
- **Completed / Need to Promote:** Items that have been established but require further promotion to enhance awareness and effectiveness.
- **In Progress:** Items that are actively being worked on and nearing implementation.
- **To Improve:** Items that require attention and improvement based on constituent feedback
- **Future:** Items that are still in the planning stage

## Goal 1: Foster collaborations that strengthen the role of the arts in economic and community development.

Objective A: Develop and communicate the cultural value and economic impact of the arts statewide.

Strategy 1. Meet with key partners in local government and civic leadership to communicate the economic and cultural benefits of the arts.

### **Completed / On Going**

1. Compile and broadcast arts and economic impact data, such as Arts & Economic Prosperity V and Local Arts Index studies, to legislative and business partners.
2. Work with grant recipients to ensure that they are informing their legislators about the impact and value of KCAIC awards and the arts in their communities.

### **In Progress**

1. Work with the Departments of Labor and Revenue to annually measure the scale and revenue of the creative arts sector using applicable NAICS and Occupation codes.
2. Identify and develop tools to assist communities and organizations in tracking program impact and return on investment.

### **To Improve**

1. Raise overall awareness of KCAIC and how grant recipients have impacted their communities.

Strategy 2. Encourage and increase participation from the creative arts sector in initiatives to grow the state's economy.

### **Completed / In Progress**

1. Provide information via the web on support services for the creative arts sector that includes chambers of commerce membership information, technical assistance, legal support, job searches, etc.
2. Develop a Bulletin Board on the KCAIC website that list job openings, call for artists, cast & crew calls, internship opportunities, etc.

### **On Going / Future**

1. Participate in community meetings and economic development conferences, such as TIAK and KEDA, to educate decision makers and business leaders about the vital role the creative arts play in economic and community development efforts.
2. Encourage local economic development organizations, including chambers of commerce, to recruit more creative arts enterprises as members.

## Objective B: Support dynamic partnerships between cultural, public and private entities.

Strategy 1. Support state, regional and community initiatives to utilize the arts to attract people and businesses.

### **Completed / Ongoing**

1. Develop grant programs that foster partnerships and communication amongst the cultural, public, and private sectors and promote cultural planning in Kansas communities.

### **In-Progress**

1. Create a roundtable consisting of knowledgeable and respected arts and economic development professionals that will meet annually to assist the KCAIC in developing policy priorities.
2. Develop networking opportunities that foster partnerships and communication amongst the cultural, public, and private sectors.

### **Future**

1. Collect and share information and best practices from communities that have successfully implemented cultural planning processes and/or designated creative arts districts and can serve as models for other Kansas communities
2. Develop online resources for communities that want to incorporate the arts into community and economic development strategies.
3. Develop and Implement a multi-phased placemaking and planning model that promotes coordinated regional strategic thinking and large scale multi-purpose project development.

Strategy 2. Support and assist artist residencies, especially in underserved areas.

### **Completed / Ongoing**

1. Allow for artist and curator residencies in grant programs.
2. Extend eligibility requirements to include qualified graduate students to qualify.
3. Rebrand Creative Collaborations category to emphasize residency opportunities.
4. Reinstigate the state touring roster and develop mechanism to continually expand.
5. Partner with communities and regions to coordinate artist residencies that will allow for regional exchanges and dialogue amongst artists and communities.

### **Future / In Progress**

1. Encourage post-secondary institutions to develop a creative corps of arts graduate students who will participate in residencies in rural and underserved areas of Kansas.

## Objective C: Create and expand professional development and networking opportunities for creatives.

Strategy 1. Collaborate with partner organizations that can provide support services to the creative sector.

### **Completed / Need to Promote**

1. Include grant criteria in organizational development programs that encourage participation in business training services offered by organizations such as Artist Inc., Network Kansas, and Small Business Development Centers.
2. Develop grant programs that allow for professional development opportunities in areas such as board development, strategic planning, marketing, and tech skills building.

### **Completed / On Going**

1. Identify and partner/contract with programs offering professional development services, including business training workshops for creative artists and board and staff training for creative arts organizations, on a regional basis.
2. Partner with other creative arts associations to organize an annual multidisciplinary statewide Kansas Creative Arts Industry Summit.

#### **Future**

1. Promote organizations and associations that encourage multi-disciplinary collaboration and networking opportunities on the local level.

## **Goal 2: Promote Kansas creative arts assets**

### Objective A: Promote the value and visibility of the arts to all citizens of Kansas.

Strategy 1. Educate communities on the importance and impact of their creative assets.

#### **Completed / Ongoing**

1. Issue press releases on arts issues of statewide importance and relevancy.
2. Foster relationships with local convention and visitors bureaus and chambers of commerce to gather and share information on local and regional creative arts assets.
3. Develop and utilize website databases to promote artists, organizations, venues, events, projects and businesses.
4. Hold Commission meetings in various locations throughout the state. Include site visits and public input sessions that include organizations from arts, public and economic development sectors.

#### **In Progress**

1. Create and disseminate a model for arts-centered civic planning and community development that can be adapted by Kansas communities.
2. Develop an arts leadership program that trains participants to become leaders and advocates for the arts in their communities by educating them about the role the arts play in community and economic development, education, and quality of life.

### Objective B: Promote Kansas as a creative and innovative place to live and work.

Strategy 1. Identify and cultivate programs celebrating our creative accomplishments and cultural heritage.

#### **In Progress**

1. Promote local marketing efforts that highlight local creative assets.
2. Encourage Commerce and other economic development organizations to include and promote creative arts assets and local quality of life in business recruitment efforts and international trade missions.
3. Partner with Tourism to encourage cultural tourism product development and marketing.

#### **Future**

1. Support regional branding efforts that highlight the unique and diverse qualities of all areas of Kansas, including historically underserved populations.
1. Develop an Arts Trails section of the website to promote creative arts entities statewide.

### Objective C: Develop national recognition for the creative and artistic attributes of Kansas communities and the work of local creative artists.

Strategy 1. Develop a brand and marketing campaign for Kansas creative arts products and services.

#### **Completed / Ongoing**

1. Develop programs that assist artists and organizations with their own marketing needs.
2. Cultivate relationships with media including traditional and new media outlets to encourage increased coverage on creative arts events and accomplishments.

#### **In Progress**

1. Develop a statewide branding and marketing campaign with the assistance and buy in of the creative arts sector.

Strategy 2. Promote Kansas film production assets and locations.

**Completed / Ongoing**

1. Continue to respond to film requests to provide an efficient and productive production experience to projects shooting in Kansas.
2. Market grant programs to potential applicants in the local film and media community.

**In Progress**

1. Develop strategies to grow the local film industry in Kansas.
2. Merge the functionality of the FilmKansas website to KCAIC website.
3. Continue to update the production guide and locations library.

## **Goal 3: Support the value of creative and artistic skills in all levels of education and workforce development**

Objective A: Support integrated creative arts learning in Kansas educational institutions.

Strategy 1. Support and promote arts integrated learning in educational institutions to increase student success, foster creative thinking, and develop critical job skills.

**Completed / In Progress**

1. Develop programs that fund arts integrated learning and applied creative skill building as a strategy for increased student success and enhanced workforce readiness.
2. Partner with at least one school to implement an integrated arts curriculum in collaboration with a local arts organization and track student progress.

**In Progress**

1. Highlight the education opportunities of the Arts Integration Program and promote to schools and communities as well as arts organizations.
2. Provide information to education leaders, the creative arts sector, decision makers, and workforce development professionals on the concepts and benefits of arts integration and creative skill building.

Objective B: Promote the benefits and value of arts education.

Strategy 1. Connect the creative sector with education programs that prepare Kansas students to fill creative occupations or be creative entrepreneurs.

**In Progress**

1. Compile and disseminate data regarding the positive effects of arts education on student performance.

**Future**

1. Encourage economic development organizations, technical schools and community colleges, to develop certificate programs and technical education curricula in the creative arts industries.
2. Present at workforce training and skills summits about the role of arts education in creating a better-prepared workforce and the importance of creative skills in all economic sectors.

Objective C: Increase professional development for educators and trainers.

Strategy 1. Partner with educational institutions and economic development organizations to encourage the expansion of the number and types of training for the creative arts sector.

**Completed / Need to Promote**

1. Develop grant programs that allow for professional development opportunities for educators and trainers.

**In Progress – Completed / On Going**

1. Partner with arts education organizations, the creative arts community, and workforce development providers to coordinate professional development opportunities for educators and trainers.
2. Develop a statewide system that includes an annual conference, supplemental professional development, and a whole school reform track.

**To Improve**

1. Maintain an arts education section of the KCAIC website with information on current research and best practices.

**Future**

1. Support and encourage arts based internships, mentorships, and apprenticeships.

## **Goal 4: Increase participation in the creative arts in Kansas**

### Objective A: Strengthen KCAIC role as a primary and trusted partner for creative artists, organizations and businesses.

#### Strategy 1. Act as a communications hub for the creative arts community.

**In Progress**

1. Develop and maintain a dynamic and informative website that fosters and promotes communication amongst the creative arts sector, the KCAIC, and the citizenry of Kansas.
2. Periodically publish an e-newsletter to creative arts sector, economic development, and tourism email lists.
3. Use social media to expand messaging impact and foster conversation.
4. Increase in-state travel to conduct face-to-face communications and/or conduct grant workshops. All six regions of the state should be visited with site visits to as many grantees as possible.
5. Increase overall awareness of KCAIC, its services, and the accomplishments of its grantees and impact of their supported projects.

**To Improve**

1. Convene a KCAIC board subcommittee to develop strategies to foster self-sustaining regional communication networks in all six regions of the Kansas
2. Building upon the strategic planning public input sessions and the recommendations of the Strategy Committee, strengthen regional networks through regular meetings to enhance communication and provide broad based input from the field.
3. Set and hit social media impact goals.

**Future**

1. Utilize networks to ensure that information on the website is relevant and up-to-date
2. Develop a publication schedule based on initial e-newsletter run that allows for diversification and specialization of content to targeted email lists. Utilize click-through data to determine content need and reader interest.
3. Refine website and e-newsletter content to ensure that both tools work together to gather and disseminate information and to eliminate redundancies.

#### Strategy 2. Provide exemplary customer service to constituents

**Completed / Ongoing**

1. Work with national arts and economic development associations, such as NASAA, to identify and implement best practices.
2. Research and implement e-granting program for more efficient submission and review of grant applications
3. Seek input from the creative arts sector on service needs and suggested improvements.
4. Increase response time to promptly address constituent needs and requests.
5. Utilize technology to provide constituents productive and relevant online services.
6. Eliminate communication as an obstacle to program accessibility

**To Improve**

1. Publish a calendar of quarterly commission meetings, grant deadlines, and review dates at the start of each fiscal year.

## Objective B: Increase access to direct financial support for creatives and creative enterprises.

Strategy 1. Develop funding mechanisms that align with strategic goals and community needs.

### **Completed / Ongoing**

1. Regularly evaluate grant programs and application processes to determine effectiveness, relevancy and clarity.
2. Interview grant recipients to comment on the application and funding process and suggest future improvements.
3. Annually revisit internal processes and improve as needed to ensure that time and resources are spent where needs and impact are greatest.
4. Implement an independent panel review process for all grant categories.
5. Refine the Strategic Investment Program to address demonstrated operational and administrative support needs.
6. Audit application and reporting forms to simplify wherever possible.
7. Use regional networks to provide ongoing input on local needs and challenges facing the creative arts sector and KCAIC program development.

Strategy 2. Identify other public and private funding opportunities.

### **Completed / Ongoing**

1. Develop and strengthen the KCAIC's relationships with Mid America Arts Alliance, the NEA, and NASAA
2. Promote and administer the Kansas Arts License plate and Tax Check-Off programs with proceeds going to KCAIC programs.
3. Build relationships with other state agencies leading to the development of at least one collaborative program in which KCAIC is a key partner.

### **In Progress**

1. Identify ways in which programs from other state and federal agencies can apply to the arts and leverage KCAIC dollars and disseminate information to potential participants
2. Develop a resource bank on the KCAIC website that compiles and communicates to the creative arts sector detailed information on financial support mechanisms such as existing Commerce programs, local and national grants, foundation grants, loans, etc. Organize information in a searchable blog format that allows for easy access to the most current information.

## Objective C: Increase access to services by underserved populations.

Strategy 1. Target prospective grant applicants and program participants in underserved areas and devise targeted outreach efforts.

### **Completed / Ongoing**

1. Include grant criteria that encourage creative arts entities to promote services and programs to underserved populations in their area.
2. Work with the Kansas African-American Affairs, Hispanic & Latino American Affairs, Native American Affairs, and Disabilities Commissions to address community needs, identify creative artists and organizations in underserved communities and actively promote opportunities in those areas.
3. Conduct targeted grant workshops to educate and assist new applicants in underserved areas.

### **Future**

1. Promote scholarship programs offered by creative arts organizations.