Creative Industries Breakthrough Coalition

Scope of Work Outline

September 10, 2019

The fundamental cornerstone of our approach to this project is the conviction that the creative economy in New Orleans could be further strengthened to assist in the improvement of the economic well-being and quality of life of *all* residents and businesses. The development of a strategic approach to building the creative economy, however, involves refining the way people in the arts and cultural industries, the business community, and the public sector think about the role of arts and culture in the economy. Elements of our approach include the following.

***Defining the creative sector rigorously and assessing its strength as an economic engine.***

***Developing a definition of the creative economy that fits the specific characteristics of a place.***

***Looking broadly at the*** ***full range of benefits associated with the creative economy.***

***Focusing on implementation***.

***Creating a collaborative team with the client.***

***Facilitating a comprehensive stakeholder and community engagement process***.

**Proposed Scope of Services**

Following, we detail the full range of tasks and activities that could be completed as part of the New Orleans Creative Industries Strategic Plan.

Creative Economy Overview and Analysis

Task One: Project Startup

Initial Review

The first step in the process will be to better understand the context for the current effort by reviewing plans and analyses relevant to the issue of creativity and arts in the state, including those of existing arts and design centers as well as broader economic analyses and plans. The creative economy must be understood within the framework of the city and regional economies—employment, self-employment, racial and ethnic composition, income and poverty, firms, resources, and sectors. For example, the creative economy is integrated into diverse economic domains such as tourism, entrepreneurship, the port, agriculture, technology and education. This introductory effort will provide the background and structure needed to understand the size, impact, and economic role, both existing and potential, of the creative cluster.

Developing the Stakeholder Input and Community Outreach Plan

One of the most critical early tasks will be to work with the client partnership to develop a plan for ensuring appropriate input into the planning process and to engage appropriate stakeholders and include key civic and political leaders in the process. Some of the best analyses, strategies, and action plans fail without effective efforts to engage, involve, recruit, and build trust and excitement within the creative sector stakeholder community as well as the broader community. The most well-intentioned strategies can fall far short if they are not tailored to New Orleans’ unique economic context. This effort will first identify the stakeholder landscape and then begin the long-term effort to build a sustainable community dedicated to promoting creative enterprises as an economic engine for the region. Developing a partnership with existing economic development entities and studies such as the Music Initiative by Greater New Orleans Inc. will assure a seamless connection in study elements, joint results, and avoidance of duplication of efforts and confusion in the broader community.

An important part of this effort will be to ensure that the entire community is engaged in the process. Often, there are considerable creative assets missed because the organizations and individuals are not part of the economic or cultural mainstream. For example, we have found a deep level of talent in African-American churches and youth groups. The process needs to ensure that these groups are represented and fully engaged.

Engagement with these stakeholders will take several forms including:

* *One-on-one interviews*
* *Focus groups or group interviews*
* *Online survey of artists, designers, culture bearers, various creatives and students.*
* *Possible Online survey of tech companies, tourism providers, manufacturers, entrepreneurs and economic development agencies.*
* *Conduct a Creative Economy Summit.*

Task Two: Economic Importance

Working with the definition developed in Task One, the consulting team will undertake a detailed analysis of the economic importance of the creative sector in the city and region.

1. Analysis of Creative Enterprises

* *Data analysis from the following sources.*
* *Analysis of embedded creative activity.*
* *Existing research on economic sectors and clusters in the city and region*.
* *Sample census on a selected neighborhood basis*

1. Analysis of Creative Talent

* *Analysis of the creative workforce employed in the creative industries.*

* *Analysis of the creative workforce employed in other industries.*
* *Analysis of the authentic culture bearer culture.*

1. relationship between Creative Sector and other industry clusters in New Orleans

Creative individuals and creative talent also have a critical potential impact on other economic clusters in the city and overlap those clusters. Clusters, by definition, are not mutually exclusive, and many enterprises fit the definition of more than one cluster. We will describe those intersections. For example:

* *Technology*.
* *Tourism*.
* *Design.*
* *Food and Hospitality*.

1. Creative Segment Profiles

The consulting team will prepare short profiles of a subset of 6-8 creative enterprises, places, events, and/or people that illustrate the city’s creative strengths and offer the greatest potential for growth. These profiles will be interspersed in the final report to highlight and illustrate particular creative strengths in the city.

Task Three: Assessment of the Support Infrastructure

The consulting team will undertake online research and selected surveys and interviews to better understand the following assets and the support infrastructure:

* *Social infrastructure*.
* *Education and workforce training capacity*
* *Financial resources and public support.*
* *Places and spaces.*
* *Festivals and events.*
* *Business and entrepreneurial support.*

Task Four: Formulate a Strategic Action Plan

The team will prepare a set of overall goals and actions for strengthening the city’s creative economy, followed by strategies and action steps that are designed to help the region achieve its goals. The output of this effort will provide a compelling story that can be used in a number of ways.

* To encourage collaboration between creatives, culture bearers. stakeholders: businesses, nonprofits, education, and government.
* To convince firms, particularly tourism, media and design firms, that creativity and design can provide a strategy for global competitiveness.
* To provide a basis for a marketing campaign to brand the region as a creative center that can grow, retain, and recruit creative firms and people.
* To sell citizens and civic leadership on the need to make investments in creative enterprises.

The report will include goals and accompanying action steps in response to the strengths, challenges, and opportunities identified during the quantitative and qualitative research. In developing strategies, we will look particularly at:

* meeting the needs of the creative core—artists, writers, musicians, and performers, culture bearers, designers and organizers—that allow them to earn a living;
* strengthening networking and the social infrastructure to achieve economies of scale and accelerate learning and innovation;
* education and workforce implications, particularly for employment in micro-enterprises and entrepreneurship;
* strengthening integration of creative content into tourism and design sectors;
* integrating arts with science and technology to accelerate innovation;
* strategies for communications that successfully advance and implement the plan.

Task Five. Identify and develop early opportunities

As the project progresses, the team will strive to identify opportunities for actions to contribute to the creative economy that might be initiated even before a final report is completed. Initiating activities early can stimulate interest in the plan and serve to demonstrate its potential value. Ongoing initiatives could also be highlighted in presentations and the summit.

V. Time Commitments (Days) and Budget

VI. Project Management and Staffing

A. Project Team Management

B. Role of the Clients