thank you

We thank and acknowledge the following for their generosity and support:

Johnson County, Kansas
Unified Government of Wyandotte County, Kansas
Jackson County, Missouri
Platte County, Missouri
Clay County, Missouri
Ewing Kauffman Foundation
Francis Family Foundation
Missouri Arts Council
National Endowment for the Arts
Sprint Foundation
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KCUR 89.3 FM

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American Jazz Museum
Arts Council of Johnson County
Asian Chamber of Commerce
Association of Black MBA’s
Black Archives of Kansas City
Black Chamber of Commerce
Blue Hills Neighborhood Association
Blue Springs Chamber of Commerce
Bonner Springs Arts Alliance
Bruce R. Watkins Cultural Center
Carol Suter, City of Gladstone, Missouri
Cascade Media Group
Charlottee Street Foundation
City of Lee’s Summit, Missouri
Community Housing of Wyandotte County
Crossroads Community Association
Donnelly College
Downtown Council of Kansas City
Folly Theater
Gladstone Chamber of Commerce
Heart of America Shakespeare Festival
Hispanic Chamber of Commerce
InterUrban ArtHouse
Ivanhoe Neighborhood Council
Johnson County Arts Marketers
Johnson County Community College
Kansas City Volunteer Lawyers and Accountants for the Arts
Kansas City Area Development Council
Kansas City Art Institute
Kansas City Friends of Alvin Ailey
Kansas City Public Library
KC Substance Abuse Treatment and Recovery Support Coalition
Liberty Chamber of Commerce
Marlborough Community Coalition
Mattie Rhodes Center
Mayor Eileen Weir, Independence, MO
Metro Organization for Racial and Economic Equity
MyArts
MyArts East
National Association of Human Resource Professionals
Northland Regional Chamber of Commerce
Performing Arts Marketing Group
Platte County Community Center South
Platte Parks & Recreation
reStart, Inc.
Social Media Club of Kansas City
The American Jazz Museum
The Guadalupe Center
The Kansas City Film Society
The Lee’s Summit Arts Council
The Nelson Atkins-Museum of Art
Three Link Gallery
University of Missouri - Kansas City
Urban Financial Service Coalition
Urban League
Weston Chamber of Commerce
oneartskc steering committee

Allan Gray II, Chair
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Julia Cole
Consuelo Cruz
Steve Curtis
Megan England
Rafael Garcia
Tim Gelvin
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Taylor Hirth
Stefan Jones
Siew Lau
Troy Lillebo
Angela Malone
Anita Maltbia
Monica Mendez
Bev Randles
Mattie Ransom
Luann Ridgeway
Rosemary Salerno
Nicholas Segura
Blake Schreck
Dr. Tom Trigg
Nancy Kraus Womack

City of Lee’s Summit
Three Link Gallery
Johnson County Community College
Park University
Unified Government of Wyandotte County (Retired)
Charlotte Street Foundation
Red Star Studios
Community Housing of Wyandotte County
Roeland Park City Council
Garcia Architecture, LLC
Kansas State University
Kearney Enrichment Council
Organizing for Action
Wyandotte High School
Belugaboutique.com
University of Missouri—Kansas City
GlaxoSmithKline
Green Impact Zone, Ret.
Latino Health for All Coalition
Randles Law
Liberty School District Board, Ret.
Clay County Commissioner
Zona Rosa
Somos
Lenexa Chamber of Commerce
Blue Valley School District
Northridge Farm

For ArtsKC – Regional Arts Council

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Consultants
The Cultural Planning Group
David Plettner-Saunders, Partner
Martin Cohen, Partner
Linda Flynn, Research Director
www.culturalplanning.com
Enrique A. Chaurand, Community Engagement Consultant
In my lifetime, I have witnessed the Kansas City Metropolitan Region emerge as one of the most dynamic, sophisticated and significant regions for the arts in the nation.

We are a region where artists are inspired to create new and exciting visual aesthetics. Where musicians and actors fine tune their crafts and prepare for center stage both here and around the country. Where comprehensive community planning includes public and private investment in the infrastructure that provides a platform for the arts to thrive and develop to their full potential.

Over the past year ArtsKC has guided an unprecedented collaboration among five-counties to create the first regional cultural plan. Our sincere appreciation is extended to the members of regional cultural plan Steering Committee for their dedication and the countless hours they committed to the planning process. With the input of thousands of diverse area residents, arts organizations, and community leaders we have developed a plan that will incorporate arts and culture into the DNA of our region.

The regional cultural plan is one of the most important and exciting initiatives the metropolitan community has ever undertaken. It is a plan built upon the foundation of a shared vision designed by the community that provides a road map for the future of arts and culture in the region.

The research process of the regional cultural plan reconfirms the arts are a powerful tool that can transform our lives, change the environment around us, and impact the local economy. The arts have a positive impact on human capital, arts education, economic development, and can build new forms of meaningful regional connectivity.

The document within is a template for the transformation that is possible for our region. The Regional Cultural Plan takes bold new steps to illustrate not just what is, but, what can be!
Becky Blades - ArtsKC Board Chair

We can all feel it. This is a special time in the life of Kansas City.

Our rich arts history is the colorful springboard for a new generation of our creative life. New energy, ideas, and daring are defying expectations across our region. At ArtsKC, we can’t help but feel a sense of resolve and obligation to make the most of these community riches. That is why ArtsKC took the lead in developing the first-ever cultural plan for the five-county region.

It is an inclusive, thoughtful effort to ensure that the Kansas City region nourishes outstanding cultural assets, in order to grow, attract, and retain individuals and businesses.

One trip to downtown Overland Park, Linden Square in Gladstone, or the Crossroads Arts District will show you the powerful role the arts play in building communities and attracting economic investment. The arts can make our children better learners, our companies more innovative and our communities closer. The arts can stretch our thinking, our boundaries and our potential.

By engaging the broader community in a conversation about the arts, the OneArtsKC Regional Cultural Plan will build connections among diverse cultural groups and act as a unifying guide for all five-counties.

We invite you to become more engaged and more invested in Kansas City’s potential. From right where you are, tune in, participate, collaborate, and volunteer to be a part of the OneArtsKC Regional Cultural Plan. Let go of your old ideas of what art can do, and brace yourself for a dazzling future where advancements in business, education, and technology are fueled by a thriving arts sector.
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executive summary

The Kansas City region has built an extraordinary and increasingly well-recognized arts and cultural ecology. From the many individual suburban and rural communities of the region, to the downtown core, arts and culture are resurgent. New venues, patronage, creative businesses, tourism, and leadership that spans across civic, governmental, and artistic sectors are combining into a shared consensus that arts and culture are an essential part of our communities. A vital missing ingredient has been a shared vision for coordinated cultural development of the region, as well as a way to leverage the existing resources and the potential within each individual community.

OneArtsKC is the cultural plan for the Kansas City region. It sets forth a vision for successful cultural development and acknowledges that as a plan it will change and evolve responding to community interests and needs. Development of this vision was made possible through a partnership of public and private resources. Each of the five-counties—Clay, Jackson, Johnson, Platte and Wyandotte—joined with philanthropic support to assure that a comprehensive process assessed the needs and aspirations of the stakeholders within each county, as well as for the region.

Arts and culture are drivers of community vitality throughout the five-county Kansas City region, providing a space for engagement and involvement and offering opportunities for collaboration and meaningful public dialogue. Art and culture contribute to each community’s creative life, economic well-being, education, and quality of life. Stakeholders from all five-counties shared stories of the myriad ways in which arts and culture contribute to their lives and their communities, and ideas for creating synergy through regional cultural development.

The vision and overarching goals of OneArtsKC are:

- To advance the remarkable arts and cultural life of communities throughout the five-counties of the Kansas City region—within each county and municipality, as well as regionally
- To increase public benefits from arts and culture through greater coordination and resource sharing
- To envision a future where the arts are embedded in daily life; creating a foundation for a critical and engaged populace who are part of inventing a dynamic, responsive, and resilient region
What are the public benefits of adopting a regional cultural plan? They include:

- Greater access to and availability of arts education experiences for children and young people
- Greater capacity to imagine, plan, and implement creative solutions for complex problems and community issues
- Increased involvement in civic engagement and dialogue
- Increased attraction and retention of talented people
- Increased awareness of and participation in the rich and often hidden or overlooked array of the region’s cultural opportunities
- Increased tourism in individual counties and the region
- Increased pride and sense of place for residents and workers in all five-counties
- A deeper understanding that arts and culture contribute to equitable development and a thriving civic spirit
- Greater quality of life and amenities for all residents

In addition, the nonprofit arts and cultural community will benefit from stronger communications, coordination, collaborations and support services to assist them in fulfilling their missions.

The goals and strategies of OneArtsKC were developed through an extensive yearlong effort during which input was gathered from elected officials, community and civic leaders, citizens, and arts professionals. Civic, arts, philanthropic and political leadership from all five-counties convened in a Steering Committee to guide the process for an unprecedented regional collaboration for cultural development.

There are six core strategies of this plan that bring to life the overarching goals:

1. Strengthening and deepening arts education and arts integration in schools and for lifelong learning throughout the region
2. Improving public access to information about the region’s cultural offerings through coordinated marketing and promotion
3. Supporting creative placemaking
4. Strengthening the capacity of the cultural sector to deliver services to their communities
5. Serving as the primary advocate for the value of the arts and artistic process in the five-county region, and
6. Supporting economic development of a regional creative economy
This plan provides the best and most comprehensive information available about the cultural needs and perspectives of the region’s communities. Based on this portrait, it provides a framework to address regional cultural needs and illustrates ways in which ArtsKC and other regional civic, arts, and nonprofit organizations can approach taking lead roles and collaborating on strategies for implementation.

ArtsKC is in a unique position to assess and monitor the regional arts ecology as well as build on its expertise in facilitating collaborations in implementing OneArtsKC. It also has extensive experience in serving as a regional advocate, with an ability to focus on the local municipalities and counties at the regional and/or state level.¹

County and city governments and other organizations must certainly all be partners in implementation, and this plan provides a framework for agencies to partner with ArtsKC to participate and/or take leadership in specific areas. Again, there is the potential to build on ArtsKC’s historical strengths of collaboration and facilitation in implementing the strategies of this plan, whether serving as the primary programmatic center for implementation, as a conduit and/or agent for funding and resources, or facilitating partnerships between appropriate agencies.

It is inspiring to see an overarching document, developed with broad community input that creates a roadmap for our region. Together we will see progress and success.

Jennifer Wampler, Director of Development, UMKC Conservatory of Music and Dance

¹ArtsKC has successfully launched an online advocacy campaign tool utilizing the CQ Engage platform. ArtsKC currently has over 4,600 individuals who are active.
key messages

...is a bold, unprecedented collaboration among leadership that spans across civic, governmental, and artistic sectors in the five-counties focused on cultural development.

...recognizes the vital and sometimes undiscovered or overlooked cultural life that exists in communities throughout the region. This includes the downtown core but extends to individual cities and neighborhoods.

...provides tools for communities throughout the region to strengthen and celebrate their own local culture. Success on the local level creates a stronger region.

...celebrates and promotes the cultural diversity of the region, and commits to greater inclusion and equity in the cultural life of the five-county area recognizing that issues of equity and accessibility exist and can be addressed in a meaningful manner.

...is a voluntary collaboration of county and local governments. The plan defines opt-in strategies and services that communities can choose to provide for the benefit of their own citizens.

...calls on ArtsKC as a leadership body to assist and strengthen the cultural resources in each county, as well as enhance and advocate for the value of the cultural life of the region.

...acknowledges that, as artistic and cultural interests and needs for the community change and evolve, the plan will be flexible and responsive to those changes.
diversity and inclusion

The Kansas City region encompasses an increasingly diverse population and vibrant, lively cultural community. While the region as a whole is moderately diverse, in comparison with other US regions, it has become significantly more diverse in recent decades with most of the population growth being among people of color. Latino and Asian populations had the greatest growth in the past decade. Moreover, diversity is increasing in the urban core and expanding outwards, affecting communities throughout the region. These trends are projected to continue, with Jackson and Wyandotte becoming majority people of color by 2040².

These population facts and trends have profound implications for cultural development. The region has a long and rich history of culturally diverse achievements in arts and culture, a tradition that is celebrated and extended through culturally-specific arts organizations, places such as the Historic 18th and Vine Jazz District, and a diverse community of individual artists. Related to diversity and inclusion, planning participants expressed concerns associated with cultural equity. These concerns acknowledged that cultural equity is linked to broader issues of equity in education, race, gender, and socioeconomic status. Participants commented on the need for ongoing support and recognition of diverse cultural expression and the opportunity provided by the arts in providing common ground for increased understanding, celebration, and tolerance.

One aspect of discovering and revealing cultural gems in the region is promoting the diverse expressions of the region’s population and communities.

ArtsKC has a commitment to inclusion, equity, and accessibility in the arts and seeks to achieve diversity and cultural equity in its own programs and leadership. Similarly, OneArtsKC adopts celebrating and promoting cultural diversity as a core value, and as a theme throughout its six strategies. This ensures that all aspects of the community receive equal opportunities to engage in arts processes and enjoy the benefits that come with programs, venues and artistic events.

²Source: An Equity Profile of the Kansas City Region (2013), prepared by PolicyLink and the University of Southern California Program for Environmental and Regional Equity (PERE), published on the Mid-America Regional Council’s website: http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/Projects/Social-Equity
I am delighted to see that OneArtsKC has examined Kansas City’s cultural climate with care and optimism. This group has captured the passion that our residents have for arts education and for increasing awareness of Kansas City’s treasures, and I look forward to watching the regional vision unfold.

Karen Christiansen, Chief Operating Officer, The Nelson-Atkins Museum of Art
research process and findings

The process of developing the OneArtsKC plan was anchored by a focus on engaging stakeholders from across the region. A multi-faceted research approach for both qualitative and quantitative data was utilized to provide a broad spectrum of ways for residents, workers, and stakeholders to participate. Participants were asked a range of questions, essentially focused on understanding:

- What do residents (in each county) value about the cultural life of their town, county, and the region, and what are the cultural assets that come to mind?

- What are their aspirations for the cultural life of their communities and the region (what would success look like)?

Nearly 1,800 individual stakeholders participated from across the five-counties. Within each county, stakeholders identified an extensive list of assets that they value in their own communities, clearly articulated their priorities and needs for desired arts services.

Following are summaries of what residents of the region collectively as well as each county expressed through stakeholder engagement.

A separate Research Appendix of this report contains a complete summary and analysis of stakeholder feedback and data collected throughout this process.

In addition to extensive stakeholder engagement, leadership for the planning process was provided by a Steering Committee composed of civic, business, educational, arts, and philanthropic leadership from all five-counties. The county commissioners in each of the five-counties were each asked to appoint five representatives. A complete list of the Steering Committee is included in this plan.
Stakeholder participation in the five primary methods of gathering data included:

- **75 Individual interviews** and **discussion groups** were conducted with representatives of county and municipal government, elected officials, civic, and arts leadership.

- **A series of 12 Town Hall Meetings** that reached into all five-counties with over 185 participants.

- **Volunteer-led Community Conversations** that occurred in all five-counties and reached an additional 230-plus participants.

- **A community web-based survey** with over 1,000 participants across the five-counties participating.

- **Web-based engagement** utilizing the community planning platform MindMixer\(^3\), aka mySidewalk. This website received 7,100 unique visitors who engaged in 805 on-line conversations.

\[^3\] MindMixer is a Kansas City-based technology firm and an example of the growing creative and technology economy in the region. They have developed the most widely-used online platform for civic engagement, utilized across the country. Information is available at www.mindmixer.com.

This plan provides useful data that will enable and require both public and private sectors to work hand-in-hand in order to achieve the goals identified by our communities.

Megan Crigger, Director, Office of Culture and Creative Services for the City of Kansas City, MO
key findings

Engagement with stakeholders provided a comprehensive view on both a regional level and within each county of what cultural assets are valued and of what stakeholders would like to see more of.

regional findings

Across all five-counties there were five top priorities that emerged:

- Arts education in all forms was the highest priority, including expressions of support for lifelong learning as well as supporting and developing K-12 arts education.
- Communicating and learning about the unique arts and cultural offerings of all counties was a clear theme throughout. There was a widespread observation that people are not aware of the extent of what is currently available, and that there was a strong potential for audience development, as well as broader participation in the rich cultural life of the region. Specific suggestions focused on development of a comprehensive and strategic communications program for arts and culture that fostered access within and across the region.
- Creating places for people to gather to create, collaborate and participate in the arts was recognized as a high priority. Successful efforts were cited ranging from the Crossroads District; to efforts underway in Gladstone, Lee’s Summit, Weston and Liberty, MO; as well as downtown Overland Park and Olathe, KS.
- Support for and collaboration of arts organizations across counties, including leadership development and core operating support.
- ArtsKC was recognized as playing a leadership role in connecting the counties—serving as the primary source of information and facilitator of arts and cultural development across the region.
what residents want...

<table>
<thead>
<tr>
<th>Activity</th>
<th>Clay</th>
<th>Jackson</th>
<th>Johnson</th>
<th>Platte</th>
<th>Wyandotte</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art in public places</td>
<td>63%</td>
<td>61%</td>
<td>51%</td>
<td>61%</td>
<td>63%</td>
</tr>
<tr>
<td>Arts education in schools (K-12)</td>
<td>44%</td>
<td>58%</td>
<td>51%</td>
<td>44%</td>
<td>40%</td>
</tr>
<tr>
<td>After school/summer arts</td>
<td>48%</td>
<td>49%</td>
<td>44%</td>
<td>33%</td>
<td>50%</td>
</tr>
<tr>
<td>Live music concert or performances</td>
<td>40%</td>
<td>36%</td>
<td>39%</td>
<td>44%</td>
<td>43%</td>
</tr>
<tr>
<td>Cool places to hang out</td>
<td>41%</td>
<td>41%</td>
<td>37%</td>
<td>43%</td>
<td>36%</td>
</tr>
<tr>
<td>Art festivals/events</td>
<td>39%</td>
<td>36%</td>
<td>44%</td>
<td>40%</td>
<td>36%</td>
</tr>
<tr>
<td>Live theatre/performing arts</td>
<td>46%</td>
<td>35%</td>
<td>34%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Creative co-working/maker spaces</td>
<td>27%</td>
<td>40%</td>
<td>27%</td>
<td>40%</td>
<td>41%</td>
</tr>
<tr>
<td>Large scale/signature event</td>
<td>18%</td>
<td>31%</td>
<td>27%</td>
<td>33%</td>
<td>39%</td>
</tr>
<tr>
<td>Art galleries/exhibits</td>
<td>27%</td>
<td>23%</td>
<td>32%</td>
<td>34%</td>
<td>32%</td>
</tr>
<tr>
<td>More downtown events</td>
<td>25%</td>
<td>31%</td>
<td>24%</td>
<td>25%</td>
<td>32%</td>
</tr>
<tr>
<td>Live music at club/bar/coffee shop</td>
<td>25%</td>
<td>25%</td>
<td>27%</td>
<td>26%</td>
<td>29%</td>
</tr>
<tr>
<td>Independent films/events</td>
<td>20%</td>
<td>26%</td>
<td>26%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>Ethnic festivals</td>
<td>21%</td>
<td>24%</td>
<td>34%</td>
<td>18%</td>
<td>29%</td>
</tr>
<tr>
<td>Art museums or other museums</td>
<td>24%</td>
<td>19%</td>
<td>26%</td>
<td>16%</td>
<td>20%</td>
</tr>
<tr>
<td>Craft Festivals</td>
<td>19%</td>
<td>18%</td>
<td>21%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Library programs and events</td>
<td>44%</td>
<td>16%</td>
<td>16%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Literary events</td>
<td>41%</td>
<td>17%</td>
<td>16%</td>
<td>19%</td>
<td></td>
</tr>
</tbody>
</table>

what should counties focus on?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Clay</th>
<th>Jackson</th>
<th>Johnson</th>
<th>Platte</th>
<th>Wyandotte</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support quality arts education</td>
<td>66%</td>
<td>69%</td>
<td>75%</td>
<td>69%</td>
<td>63%</td>
</tr>
<tr>
<td>Support/fund arts and cultural facilities</td>
<td>65%</td>
<td>60%</td>
<td>59%</td>
<td>59%</td>
<td>52%</td>
</tr>
<tr>
<td>Support arts and cultural organizations</td>
<td>57%</td>
<td>55%</td>
<td>59%</td>
<td>62%</td>
<td>44%</td>
</tr>
<tr>
<td>Provide better information about activities</td>
<td>57%</td>
<td>51%</td>
<td>49%</td>
<td>43%</td>
<td>45%</td>
</tr>
<tr>
<td>Provide more art in public places</td>
<td>49%</td>
<td>48%</td>
<td>41%</td>
<td>46%</td>
<td>45%</td>
</tr>
<tr>
<td>Support amateur arts and cultural activities</td>
<td>40%</td>
<td>44%</td>
<td>37%</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td>Provide more high quality cultural and arts activities</td>
<td>29%</td>
<td>30%</td>
<td>41%</td>
<td>51%</td>
<td>48%</td>
</tr>
<tr>
<td>Support professional and working artists</td>
<td>34%</td>
<td>45%</td>
<td>37%</td>
<td>41%</td>
<td>36%</td>
</tr>
<tr>
<td>Celebrate cultural diversity</td>
<td>32%</td>
<td>49%</td>
<td>47%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>
local arts agencies in the region

In addition to ArtsKC, there are a number of other local arts agencies whose mission includes communitywide cultural development. They form an invaluable network of resources and leadership, and partners for OneArtsKC.

Art Committee of Blue Springs
Arts Council of Johnson County
Arts Council of Raytown
Bonner Springs Arts Alliance
Cultural Arts Coalition of Eastern Jackson County
Independence Arts Commissioner & Cultural Arts Commission
KC North East Arts
Leawood Arts Council
Lee’s Summit Arts Council
Lenexa Arts Council
Mission Arts Council
Municipal Arts Commission, Kansas City
Office of Culture and Creative Service, Kansas City
Olathe Arts Alliance
Platte County Arts Council
Prairie Village Arts Council
Roeland Park Arts Commission
Senior Arts Council

kc region arts participation

20% higher than national average
(source: americans for the arts local index 2012)

national average 188.2
kc region average 225.3

johnson county 268.6
clay county 221.3
wyandotte county 125.6

local arts index

st. louis 246.6
washington d.c. 232.7
kansas city metropolitan region 225.3
twin cities 218.9
new york city 212.7
Arts spending per capita

- **Kansas City metropolitan region**: $335.19
- **National average**: $354.93
- **Platte County**: $272.66
- **Clay County**: $217.89
- **Wyandotte County**: $214.7
- **Platte County**: $217.9
- **Jackson County**: $214.7

**Arts & culture non-profit organizations in Kansas City metro area**: 253

**Kansas City region arts participation** 20% higher than national average (source: Americans for the Arts Local Index 2012)

- **National average**: $188.2
- **Kansas City region average**: $225.3

**Sampling of arts participants**

- 43% of metro residents attended live performing arts events
- 21% of Jackson residents visited an art museum
- 12% of Platte residents attended the symphony or opera
- 30% of Johnson residents attended live theater
359 locally owned arts-related businesses

253 nonprofit arts organizations in the KC region
county-specific findings

Stakeholders in each county provided a portrait of their cultural interests, aspirations, and suggestions for their local communities. They also articulated their cultural priorities for county government and resounding support for county spending on the arts. These ideas echo and refine the regional findings.

“The plan is another example of a growing awareness of our region as a major metropolitan area that is rapidly becoming a national leader in innovative approaches to the problems that face every city.”

Ben Martin, Executive Director, Missouri Alliance for Arts Education
Liberty Arts Squared, an annual festival in Downtown Liberty, Missouri is co-produced by the Liberty Arts Commission and the City of Liberty. Taking place in the early summer, the weekend long event hosts food vendors, children’s art activities, artists booths, and much more!

- Focus on arts and culture provided through the Parks & Recreation Department
- Collaborative promotions of events and general communication with residents
- Assistance with identifying and securing grants
- Performance spaces and venues
- Continued community education on why the arts are important to overall quality of life
- Partnerships with and between existing organizations
- Hosting of a large arts festival

A gathering place for friends, family and community to enjoy live entertainment, activities, festivals and events in downtown Gladstone, MO in Clay County. Linden Square hosts ice skating, summer concerts and a public event space. Additionally, the City of Gladstone recently purchased its first piece of public art for the Linden Square space adding a metal sculpture by local artist, Beth Nybeck.
### What Clay County Residents Want...

<table>
<thead>
<tr>
<th>Activity</th>
<th>Favorable</th>
<th>Unfavorable</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art in public places</td>
<td>61%</td>
<td>41%</td>
<td>3%</td>
</tr>
<tr>
<td>After school/summer arts</td>
<td>66%</td>
<td>34%</td>
<td>0%</td>
</tr>
<tr>
<td>Live theater/performing arts</td>
<td>54%</td>
<td>46%</td>
<td>0%</td>
</tr>
<tr>
<td>Arts education in schools (K-12)</td>
<td>44%</td>
<td>56%</td>
<td>0%</td>
</tr>
<tr>
<td>Cool places to hang out</td>
<td>41%</td>
<td>59%</td>
<td>0%</td>
</tr>
<tr>
<td>Live music at a club or bar or coffee shop</td>
<td>72%</td>
<td>27%</td>
<td>0%</td>
</tr>
<tr>
<td>School arts/cultural events</td>
<td>34%</td>
<td>66%</td>
<td>0%</td>
</tr>
<tr>
<td>Library programs/events</td>
<td>31%</td>
<td>69%</td>
<td>0%</td>
</tr>
<tr>
<td>Nature center</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
</tr>
<tr>
<td>Independent Films/Film Events</td>
<td>13%</td>
<td>87%</td>
<td>0%</td>
</tr>
<tr>
<td>Ethnic festivals</td>
<td>11%</td>
<td>89%</td>
<td>0%</td>
</tr>
<tr>
<td>A literary event</td>
<td>10%</td>
<td>90%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### What Should Clay County Government Focus On?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support quality arts education</td>
<td>66%</td>
</tr>
<tr>
<td>Support/Fund arts and cultural facilities</td>
<td>65%</td>
</tr>
<tr>
<td>Support arts and cultural organizations</td>
<td>57%</td>
</tr>
<tr>
<td>Provide more information about activities</td>
<td>57%</td>
</tr>
<tr>
<td>Support amateur arts and cultural activities</td>
<td>49%</td>
</tr>
<tr>
<td>Support professional and working artists</td>
<td>40%</td>
</tr>
<tr>
<td>Celebrate cultural diversity</td>
<td>34%</td>
</tr>
<tr>
<td>Provide more high quality arts and activities</td>
<td>29%</td>
</tr>
</tbody>
</table>

### Clay County Tax Support

<table>
<thead>
<tr>
<th>Annual Amount</th>
<th>Favorable</th>
<th>Unfavorable</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15 Annually</td>
<td>83%</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>$10 Annually</td>
<td>75%</td>
<td>21%</td>
<td>4%</td>
</tr>
<tr>
<td>$5 Annually</td>
<td>89%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>$0 Annually</td>
<td>53%</td>
<td>10%</td>
<td>37%</td>
</tr>
</tbody>
</table>

How favorable are you to spending $15, $10, $5, or $0 annually (per person) if it went directly to supporting arts and cultural activities?
LOTS of Love is a pilot project initiated by the Ivanhoe Neighborhood Council Healthy Kids Initiative that addresses the neighborhood’s vacant land. This project will occupy several of the vacant lots in Ivanhoe and transform them into casual community spaces where residents of the neighborhood will gather.

A new initiative, the UMKC Downtown Campus for the Arts would relocate the University of Missouri, Kansas City’s Conservatory of Music and Dance, the UMKC Theatre Department, visual arts, KCUR public radio station and others to the Crossroads Arts District.

- School (K-12) engagement in the arts
- Mentorship/apprenticeship programs
- Collaboration between diverse ethnic groups
- Targeted communications to the public
- Workspaces for local artists
- Affordable performances and venues
- Engagement of nontraditional audiences
- Representation of minority communities within the arts
- Professional practices training for artists
- Mobile arts—taking it to the community
- One stop shopping for arts information
### Jackson County Tax Support

<table>
<thead>
<tr>
<th>Amount</th>
<th>Favorable</th>
<th>Unfavorable</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15 Annually</td>
<td>84%</td>
<td>16%</td>
<td>0%</td>
</tr>
<tr>
<td>$10 Annually</td>
<td>89%</td>
<td>11%</td>
<td>0%</td>
</tr>
<tr>
<td>$5 Annually</td>
<td>69%</td>
<td>31%</td>
<td>0%</td>
</tr>
<tr>
<td>$0 Annually</td>
<td>53%</td>
<td>47%</td>
<td>0%</td>
</tr>
</tbody>
</table>

How favorable are you to spending $15, $10, $5, or $0 annually (per person) if it went directly to supporting arts and cultural activities?

### Jackson County What Should Government Focus On?

**Support quality arts education** - 69%

**Support/fund arts and cultural facilities** - 60%

**Support arts and cultural organizations** - 58%

**Provide better information about activities** - 51%

**Celebrate cultural diversity** - 49%

**Provide more art in public places** - 48%

**Support professional and working artists** - 43%

**Support amateur arts and cultural activities** - 44%

**Provide more high quality cultural and arts activities** - 30%

### Jackson County Attendance

#### What Jackson County Residents Want...

<table>
<thead>
<tr>
<th>Activity</th>
<th>Favorable</th>
<th>Unfavorable</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art in public places</td>
<td>61%</td>
<td>39%</td>
<td>0%</td>
</tr>
<tr>
<td>Arts education in schools (K-12)</td>
<td>58%</td>
<td>42%</td>
<td>0%</td>
</tr>
<tr>
<td>After school/summer arts</td>
<td>49%</td>
<td>51%</td>
<td>0%</td>
</tr>
<tr>
<td>Cool places to hang out</td>
<td>41%</td>
<td>59%</td>
<td>0%</td>
</tr>
<tr>
<td>Creative co-working/maker spaces</td>
<td>40%</td>
<td>60%</td>
<td>0%</td>
</tr>
<tr>
<td>Live music concert or performances</td>
<td>36%</td>
<td>64%</td>
<td>0%</td>
</tr>
<tr>
<td>Art festivals/events</td>
<td>36%</td>
<td>64%</td>
<td>0%</td>
</tr>
<tr>
<td>Live theatre/performing arts</td>
<td>35%</td>
<td>65%</td>
<td>0%</td>
</tr>
<tr>
<td>Large scale/signature event</td>
<td>30%</td>
<td>70%</td>
<td>0%</td>
</tr>
<tr>
<td>More downtown events</td>
<td>26%</td>
<td>74%</td>
<td>0%</td>
</tr>
<tr>
<td>Live music at club/bar/coffee shop</td>
<td>24%</td>
<td>76%</td>
<td>0%</td>
</tr>
<tr>
<td>Independent films/events</td>
<td>23%</td>
<td>77%</td>
<td>0%</td>
</tr>
<tr>
<td>Ethnic festivals</td>
<td>23%</td>
<td>77%</td>
<td>0%</td>
</tr>
<tr>
<td>Art galleries/exhibits</td>
<td>19%</td>
<td>81%</td>
<td>0%</td>
</tr>
<tr>
<td>Art museums or other museums</td>
<td>18%</td>
<td>82%</td>
<td>0%</td>
</tr>
<tr>
<td>Craft Festivals</td>
<td>16%</td>
<td>84%</td>
<td>0%</td>
</tr>
<tr>
<td>Library programs and events</td>
<td>16%</td>
<td>84%</td>
<td>0%</td>
</tr>
<tr>
<td>Literary events</td>
<td>17%</td>
<td>83%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Jackson County Attendance

#### What Jackson County Residents Want...

<table>
<thead>
<tr>
<th>Activity</th>
<th>Favorable</th>
<th>Unfavorable</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live music concert or performance</td>
<td>68%</td>
<td>32%</td>
<td>0%</td>
</tr>
<tr>
<td>Art galleries, art fairs or art shows</td>
<td>68%</td>
<td>32%</td>
<td>0%</td>
</tr>
<tr>
<td>Art museum or other museums</td>
<td>64%</td>
<td>36%</td>
<td>0%</td>
</tr>
<tr>
<td>Live theater/performing arts</td>
<td>57%</td>
<td>43%</td>
<td>0%</td>
</tr>
<tr>
<td>Community arts events/activities</td>
<td>54%</td>
<td>46%</td>
<td>0%</td>
</tr>
<tr>
<td>Live music at a club or bar or coffee shop</td>
<td>54%</td>
<td>46%</td>
<td>0%</td>
</tr>
<tr>
<td>Arts/crafts festivals</td>
<td>45%</td>
<td>55%</td>
<td>0%</td>
</tr>
<tr>
<td>Historic Sites/Programs</td>
<td>44%</td>
<td>56%</td>
<td>0%</td>
</tr>
<tr>
<td>Library programs/events</td>
<td>37%</td>
<td>63%</td>
<td>0%</td>
</tr>
<tr>
<td>School arts/cultural events</td>
<td>37%</td>
<td>63%</td>
<td>0%</td>
</tr>
<tr>
<td>Independent Films/Film Events</td>
<td>33%</td>
<td>67%</td>
<td>0%</td>
</tr>
<tr>
<td>Nature center</td>
<td>27%</td>
<td>73%</td>
<td>0%</td>
</tr>
<tr>
<td>Ethnic festival</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
</tr>
<tr>
<td>A literary event</td>
<td>23%</td>
<td>77%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Due for completion in 2015, the new facility for InterUrban ArtHouse would include artist studios, exhibition space, tuition rooms and a recital hall, commercial retail space, event space, outdoor patio and garden area and a small cafe, all in the heart of Downtown Historic Overland Park. A 25-block area already teeming with shopping, eateries, and over 280 locally owned business, InterUrban ArtHouse will add a creative home for many of the areas artists and arts professionals.

- Support for arts education
- Support from government and city officials
- Art displayed in county buildings
- Engagement of younger residents and others through more accessible programming
- Space for schools (K-12) to use for programming
- Arts patrons to give “locally”
- Leadership in arts in our county
- Revitalization efforts in Northeast Johnson County—Metcalf corridor, Roeland Park, Downtown Overland Park

Another integral part of Johnson County Community College is the Nerman Museum of Contemporary Art. Located on campus, the elegant, minimalist building was designed by architect Kyu Sung Woo and is clad in Kansas limestone.
## Attendance in Johnson County

### (Johnson County residents only)

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art galleries, art fairs or art shows</td>
<td>41%</td>
</tr>
<tr>
<td>Community arts events/activities</td>
<td>40%</td>
</tr>
<tr>
<td>Art museum or other museums</td>
<td>38%</td>
</tr>
<tr>
<td>Live music concert or performance</td>
<td>37%</td>
</tr>
<tr>
<td>Art/crafts festivals</td>
<td>35%</td>
</tr>
<tr>
<td>Live music at a club or coffee shop</td>
<td>32%</td>
</tr>
<tr>
<td>Live theater/performance arts</td>
<td>32%</td>
</tr>
<tr>
<td>School arts/cultural events</td>
<td>31%</td>
</tr>
<tr>
<td>Library programs/events</td>
<td>27%</td>
</tr>
<tr>
<td>Nature center</td>
<td>26%</td>
</tr>
<tr>
<td>Historic Sites/Programs</td>
<td>24%</td>
</tr>
<tr>
<td>Independent Films/Film Events</td>
<td>17%</td>
</tr>
<tr>
<td>Ethnic festival</td>
<td>11%</td>
</tr>
<tr>
<td>A literary event</td>
<td>11%</td>
</tr>
</tbody>
</table>

## What Johnson County Residents Want...

### Johnson County Residents Want...

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art in public places</td>
<td>51%</td>
</tr>
<tr>
<td>Arts education in schools (K-12)</td>
<td>44%</td>
</tr>
<tr>
<td>After school/summer arts</td>
<td>44%</td>
</tr>
<tr>
<td>Art festivals/events</td>
<td>39%</td>
</tr>
<tr>
<td>Live music concert or performances</td>
<td>37%</td>
</tr>
<tr>
<td>Cool places to hang out</td>
<td>34%</td>
</tr>
<tr>
<td>Live theatre/performing arts</td>
<td>23%</td>
</tr>
<tr>
<td>Art galleries/exhibits</td>
<td>22%</td>
</tr>
<tr>
<td>Creative co-working/maker spaces</td>
<td>21%</td>
</tr>
<tr>
<td>Large scale/signature event</td>
<td>21%</td>
</tr>
<tr>
<td>Live music at club/bar/coffee shop</td>
<td>20%</td>
</tr>
<tr>
<td>Independent films/events</td>
<td>19%</td>
</tr>
<tr>
<td>Art museums or other museums</td>
<td>18%</td>
</tr>
<tr>
<td>More downtown events</td>
<td>18%</td>
</tr>
<tr>
<td>Ethnic festivals</td>
<td>16%</td>
</tr>
<tr>
<td>Craft Festivals</td>
<td>16%</td>
</tr>
<tr>
<td>Library programs and events</td>
<td>16%</td>
</tr>
<tr>
<td>Literary events</td>
<td>16%</td>
</tr>
</tbody>
</table>

## What Should Johnson County Government Focus On?

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support quality arts education</td>
<td>75%</td>
</tr>
<tr>
<td>Support/fund arts and cultural facilities</td>
<td>59%</td>
</tr>
<tr>
<td>Support arts and cultural organizations</td>
<td>59%</td>
</tr>
<tr>
<td>Provide better information about activities</td>
<td>49%</td>
</tr>
<tr>
<td>Celebrate cultural diversity</td>
<td>45%</td>
</tr>
<tr>
<td>Provide more art in public places</td>
<td>41%</td>
</tr>
<tr>
<td>Provide more high quality cultural and arts activities</td>
<td>41%</td>
</tr>
<tr>
<td>Support amateur arts and cultural activities</td>
<td>37%</td>
</tr>
<tr>
<td>Support professional and working artists</td>
<td>37%</td>
</tr>
</tbody>
</table>

## Johnson County Tax Support

<table>
<thead>
<tr>
<th>Amount Annually</th>
<th>Favorable</th>
<th>Unfavorable</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15 Annually</td>
<td>82%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>$10 Annually</td>
<td>67%</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td>$5 Annually</td>
<td>86%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>$0 Annually</td>
<td>60%</td>
<td>11%</td>
<td>9%</td>
</tr>
</tbody>
</table>

How favorable are you to spending $15, $10, $5, or $0 annually (per person) if it went directly to supporting arts and cultural activities?
The International Center for Music (ICM) at Park University trains and educates the next generation of accomplished musicians in a focused and creative atmosphere with an international faculty of renowned excellence. ICM offers degree, certificate and diploma programs at the undergraduate and graduate levels.

The Great Northwest Missouri Wine Trail is a collaboration of eight wineries located throughout Clay and Platte counties north of Kansas City. Providing an interactive online guide, the Great Northwest Missouri Wine Trail can be completed during a weekend getaway.

- Participatory art projects
- A larger role for government and business in support of the arts
- Priority for arts education and summer youth arts programming
- Partnerships between organizations (ex: Chamber of Commerce and Zona Rosa)
- Places for visual art displays
- Performance venues for local artists
- Communication about arts within county
- Connection with Northland area
- Information about and access to grants
How favorable are you to spending $15, $10, $5, or $0 annually (per person) if it went directly to supporting arts and cultural activities?

- Favorable
- Unfavorable
- Not sure

How should Platte County government focus on?

- Support quality arts education
- Support arts and cultural organizations
- Support/fund arts and cultural facilities
- Support amateur arts and cultural activities
- Provide more high quality cultural and arts activities
- Celebrate cultural diversity
- Provide more art in public places
- Provide better information about activities
- Support professional and working artists

What do Platte County residents want...

- Attendance in Platte County: (Platte County residents only)
- What should Platte County government focus on?
- Platte County Tax Support

Live music concert or performance
Live theater/performing arts
Community arts events/activities
Art galleries, art fairs or art shows
Arts/crafts festivals
Art museum or other museums
School arts/cultural events
Live music at a club or bar or coffee shop
Nature center
Historic Sites/Programs
Library programs/events
Ethnic Festival
A literary event
Independent Films/Film Events

Art in public places
Arts education in schools (K-12)
Live music concert or performances
Cool places to hang out
Art festivals/events
Creative co-working/maker spaces
Live theatre/performing arts
Art galleries/exhibits
Large scale/signature event
After school/summer arts
Independent films/events
Live music at club/bar/coffee shop
More downtown events
Craft Fairs
Ethnic festivals
Art museums or other museums
Library programs and events
Literary events

Platte County Tax Support
- $15 Annually
- $10 Annually
- $5 Annually
- $0 Annually

Favorable
Unfavorable
Not sure
EPIC Clay Studio is an all-inclusive community clay studio in downtown Kansas City, Kansas.

- Support for arts education and lifelong learning
- Arts patrons and residential support for the arts
- Arts a part of the city budgets
- Younger leadership
- Centralized information about events and opportunities
- Promotion about ethnically diverse arts opportunities and events
- Professional practices training for artists
attendance in Wyandotte County
(wyandotte county residents only)

what Wyandotte County residents want...

what should Wyandotte County government focus on?

Wyandotte County Tax Support

Support quality arts education
Celebrate cultural diversity
Support amateur arts and cultural activities
Support/fund arts and cultural facilities
Provide more high quality cultural and arts activities
Provide better information about activities
Provide more art in public places
Support arts and cultural organizations
Support professional and working artists

Favorable
Unfavorable
Not sure

How favorable are you to spending $15, $10, $5, or $0 annually (per person) if it went directly to supporting arts and cultural activities?
additonal research findings

Two additional pieces of research were conducted to inform development of strategies for this plan: an arts education survey and a study of the region’s creative economy. These are described here. Complete research reports are found in the Research Appendix for this plan.

arts education survey of public school districts

It became apparent early in the planning process that arts education was a priority issue. This was evident in initial feedback from individual interviews, community conversations, and discussions among the steering committee. With assistance from Gayden Carruth of the Cooperating School Districts of Greater Kansas City and Tom Trigg, Superintendent of the Blue Valley School District, a web-based survey was distributed to all 32 public school districts in the five-counties and 25 districts responded. The overall goal of the survey was to understand the needs of the school districts and to identify ways that OneArtsKC might serve the interests of those districts and better connect schools with arts resources in the community.

Many community members participating in OneArtsKC describe a loss of arts education in the public schools. In contrast, the overall amount of arts education instruction self-reported by districts that participated in the survey has stayed about the same in the past three years for most districts (60%), with some reporting an increase (36%). None reported a decrease (one reported mixed results at different grade levels).

While undoubtedly there are districts and schools with greater needs, the current capacities of the school districts provide a platform for improvement. Moreover, survey respondents identify many ways that a regional cultural plan can lead to efforts to assist them in improving the availability and quality of arts instruction to their students. The needs of districts are highly individualized, so most interventions should be based on assessment and planning specific to each district.

Districts identified specific needs and opportunities for regional assistance:

- **Access to information**: about funding, training, and other resources outside the district, and about arts resources in the community
- **Professional development**: and other assistance related to instructional improvement
- **Access to arts enrichment**: a broad range of services, including student competitions, performing, exhibition, career awareness, and internship opportunities in the community
We need to raise dollars so every child has access to performance and visual art programs with the goal to change the lives of every child in our community.

John Fierro, President/CEO, Mattie Rhodes Center
The Mid-America Regional Council (MARC) assisted this planning process with a study of the creative economy in the region, conducted by Frank Lenk, Director of Research Services, and Jeff Pinkerton, Senior Researcher. They approached a basic analysis of the creative sector of the regional economy with a focus on occupations and employment—jobs that require creative training (e.g., artist, architect, graphic designer) and all jobs within a creative business enterprise (e.g., accountants at Hallmark, security guards at a museum), respectively.

The resulting portrait of the regional creative economy shows significant strengths and weaknesses, and suggests in particular the role that creative occupations play in the success of other key sectors of the economy.

Key findings are:

- The creative sector in the KC region has nearly twice the employment compared to the nation as a whole: 4.1% for the region compared to 2.1% for the US (2014). The majority of creative jobs are located in Jackson and Johnson Counties.

- Creative occupations in the region have grown since 2001, especially in categories such as photographers, musicians, singers, writers, and authors. The region’s creative workforce includes an increasing number of freelance (self-employed) and part-time creative professionals. This highlights the important role played by individual creatives in the sector, which echoes other regional studies where this role is described as the “hidden dividend.”

- Creative occupations play a role far beyond their absolute numbers. For example, they form a significant portion of two of the region’s six “key traded sectors” (as identified in MARC’s 2014 Brookings Institute study “Prosperity at a Crossroads”) and they are essential to the success of those sectors.

- Total creative employment (all jobs in a creative enterprise) has declined since 2001, while creative occupations (creative jobs, regardless of the nature of the business enterprise) have risen. This likely means that many of those working in creative businesses are not themselves in a creative occupation. An accountant at Hallmark would be an example of an individual working in a creative business, but not a creative occupation.

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changes in creative industry employment | 2001 - 2014

Indep. Artists, Writers, and Performers
Fine Arts Schools (Private)
Photography Studios, Portrait
Promoters of Performing Arts, Sports
Advertising Agencies
Internet Publishing and Broadcasting
Media Representatives
Interior Design Services
Software Publishers
Radio Stations
Musical Groups and Artists
Museums
Graphic Design Services
Motion Picture Theaters (except Drive-Ins)
Theater Companies and Dinner Theaters
Other Services Related to Advertising
Commercial Screen Printing
Television Broadcasting
Periodical Publishers
Architectural Services
Jewelry Stores
Direct Mail Advertising
Greeting Card Publishers
Commercial Lithographic Printing
Newspaper Publishers

-2000 -1500 -1000 -500 0 500 1000 1500

-1795
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-218
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-166
-90
-59
-46
-181
-218
-261
-502
-509
-1345
-747
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-694
-657
-375
-346
-200
187
172
52
45
1301
I am excited to see the importance the plan places on Arts Education. The interest in insuring that the youth of the region are engaged in the arts is refreshing and encouraging.

Dr. Tom Trigg, Superintendent, Blue Valley School District
strategies

arts education

The highest priority emerging from this planning process was to improve K-12 arts education for students and for lifelong learning throughout the region.

Why is arts education important? There are multiple reasons that arts education is critically important to a child’s education and for lifelong learning:

- The arts build competency in skills essential to a 21st Century workforce: critical thinking, communication, collaboration, and creativity.
- Introduction and involvement to the arts at an early age is the highest predictor of arts participation later in life—arts education helps create the audiences of the future.
- The arts promote positive student outcomes, such as higher achievement test scores, English language proficiency, attendance, graduation rates, self-esteem and tolerance.
- Beyond the classroom, access to lifelong learning in the arts is an important economic development tool: Millennials and others place a high value on living in a community that provides the resources to live a creatively fulfilled life.
- The arts develop citizens who seek meaningful lives, participate in civic engagement, and will invest in creating a dynamic and resilient region.

While many school districts in the region report a stable or increasing level of arts education, they also identified a variety of needs and opportunities to strengthen arts education. They welcome the assistance of a regional collaboration to serve as a resource for improvements, as defined by each individual district.

The National Endowment for the Arts has published a framework for accomplishing systemic improvement in arts education. It includes four principles:

1. Cross-sector collaboration among policy-makers
2. Focus on changing the systems that serve students
3. Sustained, coordinated leadership effort
4. Alignment of arts education with statewide priorities

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The Kansas City region can benefit from adapting these principles to the specific needs of its school districts.

- ArtsKC can lead advocacy and promotional efforts for the development of a collaborative or collective impact regional initiative to support improvements in arts education.

- Partner agencies to be involved in this arts education collaboration should include arts education stakeholders, such as Kansas City Young Audiences, the Cooperating School Districts of Great Kansas City, Missouri Alliance for Arts Education, Kansas Alliance for the Arts in Education, Mattie Rhodes, Johnson County Community College Community Resource for Arts Education, UMKC, Kansas City Art Institute, Park University, the new City of Kansas City Office of Culture and Creative Services, and others.

- The collaboration can provide services building on, expanding and enhancing the existing resources through those agencies that are potential partners (as outlined above) that include:
  - Professional development for classroom teachers, arts specialist teachers, and teaching artists
  - Information and referrals, including funding, research, and consultant roster
  - An online listing of arts and cultural events and offerings of interest to arts educators, their students and parents. This listing can be a part of the larger recommendation for regional arts marketing and promotion
  - Convoking and networking opportunities for arts educators throughout the region, including opportunities for peer learning
  - Advocacy for arts education and arts integration
  - Assistance for school districts to conduct a district-wide assessment of arts education needs and then prepare a board-adopted plan for systemic improvement. It can provide access to consultants and planning tools, and matching grants for planning
  - Research that is most relevant to the region’s challenges
  - Best practices and model programs
  - Resource directory with online listing of approved arts providers and teaching artists
  - Teaching artist certification; arts provider certification (for arts organizations)
  - Student celebrations and awards
  - Teacher celebrations and awards
Building upon the current foundation of arts organizations and school districts already conducting quality arts education, we envision assisting all school districts in making arts education opportunities available to all their students and replicating successful models and best practices for arts education from across the nation.

Utilizing a collective impact model, it is likely that funding for arts education would be shared among the partners and apportioned according to their functions. Each participating organization would be called upon to utilize their particular strengths for the benefit of the region. ArtsKC would be best suited to advocate for, promote, and convene the initiative, connecting various stakeholders while other arts and service organizations would provide specific services such as arts instruction in and through the curriculum, professional development for teachers, and programs introducing the students to various arts disciplines and venues.

With the creation of the Regional Arts Education and Integration Policy Council, the first priority would be to bring together self-selected funders, school districts, arts organizations, and their teaching artists to develop a clear understanding of the roles and functions of this initiative, and to identify the first services and programs. The initial work for the group would involve creating policy and strategic planning for school districts ready to commit to developing their arts education curriculum for the long-term. Subsequent goals would be to create a common set of measurable objectives to define success and broaden and deepen the arts education experiences of students whose districts elected to participate. Similar collaborative efforts in other communities have grown over a period of years to be successful at making meaningful change in their communities.

To create the suggested collective impact model, initial steps will involve individual and multiple countywide comprehensive audits and assessments of available arts instruction. Also planned would be individual and multiple countywide conversations, forums, and possible regional/national symposiums directed toward developing a deeper and comprehensive vision for arts education in the region. Currently, opportunities already exist for highlighting and partnering arts education practices within the region that should be celebrated and showcased.

Furthermore, we envision arts instruction being developed that reaches out to the adult population of the region. The region has a highly developed system of community centers and public libraries. This infrastructure of potential sites for arts instruction can be not only where young people engage in developing their artistic skills, but can also serve the adult population’s desire to experience the benefits that come with creative expression, involve them in collaborative projects, and have them interact with others who have similar interests while providing employment for regional artists.
While the downtown core has highly visible cultural institutions and venues, the cultural life of the whole region is often undiscovered. The region’s communities are replete with cultural events, organizations, and activities that are often “hidden gems.” The most common comment of this planning process was the desire for better information about the region’s cultural resources, and for greater visibility of these resources across the region. Stakeholders view this as a way to increase participation in the arts by the region’s residents—moving people around the region—as well as a complement to downtown’s destination marketing.

- ArtsKC can lead development of a regional arts and cultural marketing program, in collaboration with existing marketing efforts, to improve residents’ and visitors’ access to information and promotional opportunities.

- The purpose of regional marketing is to increase economic impact and increase the total amount of access to, and participation in, cultural activities.

- A comprehensive regional arts and cultural marketing program will include:
  - A comprehensive arts and event marketing website, such as the Artsopolis platform (http://www.artsopolisnetwork.com) or the “Philly Fun Guide” (www.phillyfunguide.com). Partnerships should be considered with the website and marketing capacities of VisitKC.com and other local arts marketing efforts. Key attributes of the examples cited above include their becoming the primary “backbone” for information in their regions. Several of them serve as the event database for local/regional newspapers, for instance, as well as for tourism and visitors bureaus. Also, these platforms extend far beyond advertising ticketed arts events. They take a broad view of “arts and culture,” extending to commercial, community, educational, and amateur activities. They can also provide listings for space rentals.
  - Development of a mobile application and robust social media to accompany the online listings.
  - A scan of regional cultural “products”—events, venues, and activities that have potential draw as an attraction; Also some product development of events, such as festivals.
Development of themed programming: convening interested organizations, venues and local governments (tourism bureaus, EDCs, chambers, etc.) to identify a shared theme for a month or a year. Allow creatives (arts organizations, creative businesses, restaurants, and venues) to align their programming and co-market it under the themed banner.

- Cross-promotions, such as restaurant tie-ins, ticket samplers, discounts, and contests.
- Creation of a box office service, advertising program, and other fee-based services to help fund it over time.

The plan is a solid blueprint for constructing the civic infrastructure essential to a vibrant cultural community—one that enriches our individual lives and sustains our region’s economic and social vitality.

David Warm, Executive Director, Mid-America Regional Council
We envision assisting every resident and visitor to the Kansas City metropolitan area to discover the cultural gems throughout the region.

The most comprehensive and effective means for addressing the needs articulated for regional marketing and promotion of the arts and culture sector involves the enhanced use of technology and much greater collaboration and coordination from multiple agencies across the region and in all five-counties. Constituents of the region would benefit greatly from having access to greater cultural and arts information both in their own neighborhoods and specific counties as well as across the region.

Currently, the efforts for marketing the region’s cultural assets are somewhat fractured and in many cases duplicative. Local agencies are tasked with populating these multiple sources of information and in many cases are not able to provide their specific information to these multiple sources as a result of limited staff resources.

We propose the creation of a much more robust web-based calendar for the region. This web service would feature services not currently available. The most significant among them would be the capacity to populate multiple calendars and digital information sources with a cascading data service. Arts organizations would post their information on one site and through cooperative agreements the data would automatically transfer to multiple other websites. There are a large number of civic and countywide organizations that would benefit from having one regional storehouse for arts and cultural services and events. In addition, the information for the site would be more inclusive and broader in its definition of arts and cultural services and events. Specific efforts would be devoted to including a larger percentage of smaller arts organizations, promotion of individual artists, and broadening listings for more literary, architectural design, and culinary arts events in the region.

To implement this project would require the creation of the OneArtsKC Hub charged with the task of bringing together various stakeholders from across the region and developing a workable action plan with specific priorities and milestones. Partners for such an effort are not only the counties that would elect to participate, but the multiple arts and community calendars that exist from the VisitKC site to publications that maintain local cultural offerings. ArtsKC would be well suited to coordinate such an effort for the region, employing multiple partners with agencies where current relationships exist as well as broadening those relationships with this enhanced capacity to provide information across the region. A significant start-up cost promotional effort will be required to coordinate the participation of arts and cultural
This plan, which recognizes the value of arts, culture, and creativity as a boost to the economy as well as to the quality of life for its citizens. It is well timed to offer the platform for a broad and regional approach to collaboration between cities and counties.

Megan Crigger, Director, Office of Culture and Creative Services for the City of Kansas City, MO

organizations in providing their listings. Resources for staff would need to be acquired to ensure that information was both accurate and timely and to provide follow-up to ensure engagement from all arts organizations across the region along with ongoing upgrades for the technology platform. Additional considerations would also be needed to be focused on the widening digital divide. The website will be responsive, interfacing with mobile users through a mobile application. In addition, assistance from the public library system in the region would be needed to make available access to technology that in turn provides access to arts and cultural information.

Some costs for this effort could be addressed by operating on a business model that includes both contributed and earned income (including advertising). The site would provide for an online box office with the potential to generate a substantial amount of transaction fees.
creative placemaking

Creative placemaking encompasses a range of activities but, in essence, it is where artistic, cultural, and historical assets can create compelling venues and environments that attract visitors and enrich the lives of the residents. It is defined as public, private, nonprofit, and community sectors partnering to strategically shape the physical and social character of a neighborhood, city, or region around arts and cultural activities. It can be as focused as the development of an arts facility that is strategically located and programmed to contribute to revitalization, or a broader effort to enliven a district or neighborhood with a coordinated program of cultural programming. Planning participants celebrated the arts-related developments that have taken place in the region, such as Kauffman Center, the Jazz District at 18th and Vine, the Crossroads Arts District, and other new cultural facilities in the Downtown core, as well as the Arts and Heritage Center in Overland Park, and the revitalization of downtown Lee’s Summit. At the same time, there is a need for specialized assistance that can facilitate the development of new cultural attractions. These developments must take into account the potential that new attractions often lead to displacement of current residents and artists. The goal is to improve a neighborhood for current and new residents to the area. Most leaders with a vision for creative placemaking do not have a background in real estate development or capital fundraising. Often the missing ingredient is technical assistance that can turn a concept into a concrete plan and a vision into a building.

ArtsKC can provide direction and assistance in creative placemaking, such as:

- Informational sharing through case studies, informational workshops, and peer learning with leaders of successful arts-driven projects.
- A first step could be to convene leaders including county legislators, mayors, and city managers in communities where there is interest in facility projects. This could be initiated with a workshop on ways to create cultural hubs that address sustainable and equitable long-term needs of both local residents and businesses. Peer learning would be invaluable; leaders from successful placemaking projects in the region, such as the Crossroads Arts District, 18th and Vine, Lee’s Summit or Gladstone, could be invited to share their experiences.
- Creative placemaking includes temporary and informal activities, such as art projects in vacant lots or community gardens. Information sharing can foster this type of activity, in addition to larger or more formal facility and district projects.
Technical assistance for arts-related development projects, such as cultural facilities and cultural districts.

- Technical assistance can include information and referrals to nonprofit real estate developers that specialize in arts-related projects, such as PLACE (http://welcometoplaceland.com/) and Artspace USA (http://www.artspace.org/), and to other planning consultants. Also, assistance may include information about major grants programs specializing in this area, such as ArtPlace America (http://www.artplaceamerica.org), the National Endowment for the Arts Our Town Program (http://arts.gov/grants-organizations/our-town/introduction), and the Kresge Foundation’s Arts and Culture Program (http://kresge.org/programs/arts-culture).

- Creation of a regional grants/loan fund for cultural development could provide matching grants for planning and other soft costs of arts-related development. An example of such a fund is the Salt Lake County Cultural Facilities Support Program, which provides matching funds for project planning, renovation and/or construction (http://www.slccfa.org/cultural-facilities-support-program/). An interesting potential partner is Partners for Sacred Places (www.sacredplaces.org), which helps congregations of all faiths better leverage their architectural assets in serving the community; some projects have involved arts uses of religious buildings.

“...The arts lift our hearts and they lift our pocket books. It is time for the next regional effort. Please become engaged. Give this your support. Join us in the journey to places unimaginable.

Ed Peterson, Former County Commissioner, Johnson County, Kansas
implement plan

We envision the region developing numerous examples of successful creative placemaking projects that make the most of the cultural and historical assets in a neighborhood to attract and bring together business, cultural tourism, and people of multiple generations and diversity.

Providing regional agencies with direction and referrals to potential resources and partnering organizations, ArtsKC is best suited to convene the initiative, creating opportunities for dialogue and conversation, and connecting various stakeholders with creative placemaking services that could be supported by engaging existing expertise in other agencies. The Cultural District Concept being developed by the Nelson-Atkins Museum and neighborhood partners, the Kemper Museum of Contemporary Art, the Kansas City Art Institute, and Kansas City government is a good example of an opportunity where ArtsKC can provide connectivity with the general public and arts community. ArtsKC would provide vital and needed data on the current state of arts and culture in the region as well as directing individual and organizations to resources for current best practices in the creative placemaking space on a regional and national level.

Existing regional civic, nonprofit, and community development agencies would provide specific services and expertise focused on developing the technical assistance resources, events and consultations for stakeholders in the region seeking to develop a concept. Organizations with those capacities and interest in the arts in the region include the Downtown Council, the Local Initiatives Support Corporation (LISC), the Urban League, the Full Employment Council, the InterUrban ArtHouse, and the Kansas City Economic Development Corporation. Costs may include workshop expenses; engaging speakers, coaches, and other professional service providers as appropriate; re-granting to provide matching support for the soft costs of creative placemaking projects; and potentially, matching/incentive funds for capital costs of a creative placemaking project.

While these costs to ArtsKC would be minimal, some allocation of resources would need to be devoted for providing these services and could be offset by contracts for services from local governments and/or organizations in the region.
A dynamic artistic community is a critical component of the five-county region’s collective future. The Kansas City region has the unique opportunity to build upon the momentum of an already strong arts community to accelerate efforts in nurturing and educating its own future artists and creative leaders.

Paul J. Schofer, President and CEO, Kauffman Center for the Performing Arts
capacity building and leadership development for the cultural sector

Most cultural services are provided to Kansas City area communities by the region’s cultural sector: nonprofit arts and cultural organizations, artists and other cultural resources such as universities, colleges and cities. Leaders of the sector articulated a range of needs to fulfill their missions of service to the community. These include technical assistance in managing a nonprofit organization, leadership development and peer learning. Managers, board members and other leaders all express the desire to be networked regionally, to explore collaborations and to learn new skills. There is also an opportunity to convene interested leadership from throughout the region to proactively identify and pursue issues of shared concern and broad community benefit.

To address this need, ArtsKC can provide or collaborate in specific initiatives, such as:

- Consulting services and toolkits for county and city governments to build their own capacity for arts and culture, such as creating a cultural grants program, facility planning, cultural planning, and developing a public art program.
- Support for developing a public art program could be done in collaboration with the City of Kansas City, Missouri’s municipal public art program. Support could include providing information and referrals to public art resources, consultations, and development of a public art toolkit that includes templates for program ordinances, policies and procedures. Public art resources include the Public Art Network at Americans for the Arts, a professional network and professional development program (http://www.artsusa.org/networks/public_art_network/default.asp), and Going Public: A Field Guide to Developments in Art in Public Places, published by the University of Massachusetts Arts Extension Service (http://www.artsextensionservice.org/index.php/publications/publications/list-of-publications).
- A coordinated mentorship program for young and future leaders
- Coaching environments for senior leadership
- An initiative to place arts managers and artists on civic and government boards
- Regular forums on organizational change/adaptive management, perhaps in partnership with a university-based management program
- Professional development for arts managers focused on specific areas, i.e., marketing, social media, and development
- Re-grant program to foster innovation, with incentives for nonprofits to address organizational transformation
We envision an arts ecology across the region that is supported with multiple capacity building efforts. These efforts assist all artists and arts organizations with increasing their capacity to deliver high quality arts experiences across the region by developing their expertise and understanding in development, marketing, board recruitment, governance, diversity, and programming.

As with other strategies, there is an opportunity for ArtsKC to build on and extend existing knowledge and expertise in the region through partnerships, collaborations, and/or contracting for services. Currently there are several organizations in the region, such as Nonprofit Connect and the Midwest Center for Nonprofit Leadership at UMKC, who are providing professional development and networking programming for executive leaders as well as area-specific managers (including boards), and overseeing and developing all related capacity building programs. While these programs serve the nonprofit community well, they lack a specific arts related focus and concentration on issues pertaining exclusively to arts management, arts advocacy, and capacity building. Recognizing this distinctive need, ArtsKC could develop an internal position focused on addressing capacity building and leadership development that would be supported by at least one dedicated senior staff member or consultant with experience in organizational development, arts advocacy, and knowledge of the arts sector. An in-depth survey of the current state of organizational capacity would assist with identifying issues with the highest priority. Collaborating with each other and pooling their resources, counties and municipalities would contract for projects focused on those identified and agreed upon highest needs.

Costs for engaging external expertise would depend on the specific needs of the project. Additional costs may include re-grant programs, professional development incentive grants and/or engaging speakers, coaches, and other professional service providers as appropriate.

“This plan has the ability to bring together non-artists and artists to demonstrate the rich cultural diversity that exists in our region.”

John Fierro, President/CEO, Mattie Rhodes Center
Advocating for arts and culture was called out as a need in a variety of ways during the planning process. Each of the strategies in this plan will require some aspect of advocacy and, in particular, arts education will require special efforts to articulate the many ways in which the arts are valuable in each child’s education. Indeed the plan itself, and its mission of regional cultural development, will require a sustained public education effort to reinforce its messages and support implementation.

ArtsKC is the region’s designated arts advocacy organization and has developed its ArtsKC Advocacy program and e-advocacy platform. ArtsKC partners with Missouri Citizens for the Arts, Missouri Alliance for Arts Education, and the Missouri Association of Community Arts Agencies in this effort. ArtsKC hosts candidate forums, educates on specific legislative initiatives, and promotes increased public funding for the arts. While some advocacy is targeted specifically to legislative decision makers, it also encompasses broadly based public education on an issue. The goal is always to provide accurate, relevant and persuasive information on an issue.

For the OneArtsKC Regional Cultural Plan, ArtsKC can serve as the primary advocate for the value of the arts and artistic processes in the five-county region. It can define ways to work with the government and civic organizations to communicate the benefit of the arts to our community, increase funding for the arts, and provide meaningful experiences to the region’s communities. To this end, ArtsKC can convene stakeholders, provide information and advocacy resources, and manage collaborations.

Advocacy will involve two categories of action:

- **Community Advocacy**: changing the ideas and attitudes of the public, and exploring new ways the arts can be used as solutions to challenges our community faces
- **Legislative Advocacy**: using resources to change federal, state, or local law, policy, or budget allocations
ArtsKC plans several advocacy initiatives to support implementation of the strategies in this plan:

- “ArtsKC Thought Leaders Series”: a multi-part approach to convening leadership for the purpose of community education, support for legislative action, and other advocacy initiatives.

A series of panel discussions and speaker events to educate the Kansas City community and elected officials on the value and impact of the arts to our economy and quality of life. The series brings together leaders in the community to inspire core audiences on topics related to the arts.

  - How do we utilize the arts to create community and infrastructural improvements?
  - How can we use the arts as a means to create a sustainable economic impact in our community?
  - How do our cultural and arts amenities contribute to recruiting talent for area businesses?

  - Speakers would include “c-suite” business leaders, artists, and nationally acclaimed arts leaders.

- Hosting regular meetings for arts, business, and civic leaders to discuss strategic ways to incorporate the arts in our everyday community approach to problem solving.

  - Creating an Advocacy Committee and membership:
    
    - Issues will be defined by a group of selected individuals who serve on an advocacy committee through ArtsKC.
    
    - This committee will be responsible for identifying the arts issues that matter most to the community and defining ways our elected officials can support the region’s arts agenda.
    
    - A legislative agenda will be written each year outlining the key issues that matter to our arts community and would be presented at a formal reception or meeting.
    
    - A State of the Arts summit of elected officials and arts leaders will be convened. The legislative agenda created by the advocacy committee will be presented at this event. In addition, speakers from the community will provide updates on their goals on improving the arts, share ideas and speak on a key message that is selected for the event.

- Conduct an annual Legislative Day in Jefferson City, MO. ArtsKC currently produces this action.

- Participation in National arts Advocacy day in D.C.

- Expanding ArtsKC’s existing action alert software to include school board personal and elected official at the country, city, and municipal level.
creative economy

Mid-America Regional Council conducted an analysis of the creative sector of Kansas City’s regional economy as part of the planning process. This study focused on the nature and extent of employment in the region’s creative sector. The key findings are:

The creative sector in the KC region has more than twice the employment than the nation as a whole: 4.1% for the region compared to 2.1% for the US (2012).

Creative occupations in the region have grown since 2001, especially in categories such as photographers, musicians, singers, writers and authors. The region’s creative workforce includes an increasing number of freelance (self-employed) and part-time creative professionals. This highlights the important role played by individual creatives in the sector.

Creative occupations play a role far beyond their absolute numbers. For example, they form a significant portion of two of the region’s six “key traded sectors” (as identified in MARC’s 2014 Brooking Institute study “Prosperity at a Crossroads”) and they are essential to the success of those sectors.

It is clear that the creative sector has the potential to contribute more to the growth of the regional economy.

- KC Rising provides an excellent opportunity to focus on the creative sector as a key contributor to economic growth. A civic initiative cooperatively led by Kansas City Area Development Council, Civic Council of Greater Kansas City, and Mid-America Regional Council, KC Rising is assembling a broad range of business and civic leaders to develop and implement a vision and strategies to aggressively grow the Kansas City region’s 21st century economy. KC Rising leaders should ensure that the region’s creative capacity is embedded in strategies to advancing globally competitive sectors, innovation and entrepreneurship and human capital as the drivers of regional economic growth.

- ArtsKC can expand the Artist INC. program of business training for individual artists to serve more artists.

- ArtsKC can explore development of an incubator program for entrepreneurs in the creative sector.
Recognizing the greater role the arts sector plays as an enabler of economic growth for the region is vital to continued economic growth. The arts are an attractor for not only bringing new businesses and top talent to the region, but also for retaining businesses and talent. We envision a region that offers a multitude of varying artistic experiences for Millennials, experiences that range from world class to grass roots. The arts enable us to create shared experiences that develop social capital and social bonds.

MARC does take the lead in strategic planning for economic development of the creative economy in the region. ArtsKC and other organizations in the region can play a supporting role by advocating for a focus on the creative sector and assisting MARC in its efforts.

- One noteworthy goal would be to expand the Artist INC. program, a joint project of ArtsKC, Charlotte Street Foundation, and the UMKC Innovation Center. Expanding the program to serve more local artists in a wider range of artistic disciplines would create a stronger arts sector. Additional growth opportunities should include extending the program to form an incubator or accelerator for artistic and design endeavors and training artists to be more civically engaged. The unique perspective and problem-solving skills that artists bring with them is needed and desirable for addressing a number of important social issues. Having more artists serve in positions of civic leadership, from local government boards to actively participating in new and established civic initiatives focused on the region’s economic growth, would be beneficial to our region. More artists taking a greater leadership role in the region would continue to develop the arts sector as an enabler of economic growth and position the arts as part of a solution for addressing civic and social concerns in the region.

- Another goal would be an initiative that would place arts managers and artists on civic and government boards to help increase understanding of the arts as a means of creative problem-solving for community issues and broadening public awareness.

“Our vision of thirty years ago has become a reality: the arts are now the driving economic force behind our region’s revival.”

Ed Peterson, Former County Commissioner, Johnson County, Kansas
funding

An underlying principle of OneArtsKC is the provision of professional services to each of the counties that serve their specific residents and constituents. There is also the opportunity for municipalities to “opt-in,” either for specific services that serve their constituents or in conjunction with their counties. The necessary resources may be derived from one of six potential sources:

1. Each of the five-counties and/or the municipalities within those counties may contract with ArtsKC or other qualified agencies for specific services to serve their residents and constituents. Contracts may be for one-time services as well as ongoing programs under any or all of the five strategies outlined in this plan. Examples may include services for capacity building programs within each county; support and expertise for creative placemaking programs; and managing arts education support programs as identified within each county.

2. ArtsKC has extensive experience in managing grant programs that may be extended as re-granting contract services for counties and/or municipalities. Grant funds may be directed for specific projects within a county or city, according to local needs and requirements. Examples of potential re-granting programs include arts education projects (including adult/lifelong learning); professional development for arts educators; leadership development of arts and cultural leaders; direct operating support for arts and cultural organizations; and others of particular interest to the counties and/or municipalities.

3. Private philanthropic support for initiatives outlined in this plan may be focused on two levels. One is for philanthropic support with a specific geographic focus (perhaps augmenting contract services from counties and municipalities) as well as initiatives that are broadly focused on the entire region. Examples of region-wide initiatives that are likely to be supported through philanthropy include development of a regional marketing infrastructure, capacity building programs and leadership development that serve the region broadly, and arts education services that reach across the region and are not specifically localized.
4. The ArtsKC Fund has an opportunity to expand throughout the region, building on its existing experience and infrastructure. This would leverage public and private support indicated above with individual, voluntary support through workplace giving. The infrastructure of the ArtsKC Fund could provide individual donors with the choice to designate their support to specific projects, counties, municipalities, and/or to contribute to region-wide efforts in arts and culture.

5. A surcharge on arts tickets in the region would provide an ongoing revenue stream to support implementation of some elements of this plan. In particular, arts education and regional arts marketing are examples of desirable uses of a regional ticket surcharge. A critical element of implementing this idea is to involve stakeholder organizations—those who would charge the fee—in its design and in promoting the surcharge as a community benefit.

6. Some planning participants expressed a future interest in exploring a communitywide tax initiative for the arts or for broader quality of life purposes. While the idea of regional tax dollars being used outside of local counties remains controversial, various funding approaches have been adopted, and often reauthorized by the voters, in many other regions. The key element is defining funding allocations that maintain local benefits. It also has a precedent in the Kansas City region in the Bistate Commission (Metropolitan Culture District), a special district authorized in 1996 by a joint compact between the states of Kansas and Missouri. Voters in Platte, Clay and Jackson counties in Missouri and Johnson County in Kansas approved a retail sales tax of 1/8 of one cent to renovate Union Station and to construct Science City in Union Station. The tax expired in 2002.
Salt Lake County Zoo, Arts & Park Tax

In 1996, Salt Lake County (Utah) voters approved a 1/10th of a cent sales tax dedicated to zoological, cultural, botanical, recreational and artistic programs. Called the ZAP Tax (Zoo, Arts & Parks), the tax enjoys broad-based support, unifying Republicans and Democrats on the nine-member County Council. Monies are distributed to approximately 170 arts and cultural organizations, the regional zoo, and parks facilities throughout the county. Because of the broadly-based public benefits accruing from these funds—free admissions, new recreation facilities, and an increasingly vital cultural scene—voters have reauthorized the ZAP Tax twice, in 2004 and 2014, each time with an increased majority. Total ZAP tax receipts have ranged in recent years from $13.3 million to $14.9 million annually and are administered by county staff and a volunteer Advisory Board.

Salt Lake County resident, Ray Riveron, sums up a widespread public attitude about ZAP, “It’s like a latte a year or something like that so I think it’s totally worth it.” http://slco.org/zap/zap-policy-and-state-statute/
Denver Scientific & Cultural Facilities District

Since 1989, the Scientific and Cultural Facilities District (SCFD) has distributed funds from a 1/10 of 1% sales and use tax to cultural facilities throughout the seven-county Denver, Colorado metropolitan area. The funds support cultural facilities whose primary purpose is to enlighten and entertain the public through the production, presentation, exhibition, advancement and preservation of art, music, theatre, dance, zoology, botany, natural history and cultural history.

The distribution budget for scientific and cultural organizations in the seven-county area is approximately $47 million annually. Administrative costs are exceptionally low, less than 1% of the fund. Funding on that scale, delivered to a local area, makes a profound impact. As a result, the Denver Metro area is now in the national spotlight and has been elevated in stature to a world-class cultural center.

Voters reaffirmed their support of the SCFD tax in 1994 and again in 2004 by voting to extend the SCFD tax with 65% voter approval. Voters will have another opportunity to extend the SCFD in November 2016 before the June 2018 sunset date. http://scfd.org
OneArtsKC provides the best and most comprehensive information available about the cultural needs and perspectives of the region’s communities. Based on this portrait, it provides a framework to address regional cultural needs and identifies specific strategies. County and city governments and other organizations must certainly all be partners in implementation and it is possible that agencies other than ArtsKC could take leadership in specific areas.

A key aspect of implementation will be to identify and fund partner agencies to “do what they do best.” ArtsKC can play the role of convener and steward of the plan but will rely on others to provide programs and services that support fulfillment of OneArtsKC’s strategies.

How much detail on implementation can be expected? A cultural plan is a master plan for ArtsKC and a range of additional agencies. It provides a regional framework for implementation but does not specify the level of detail of an organization’s strategic or action plan. ArtsKC and other agencies in the region have the opportunity to take the lead in developing detailed implementation plans for specific areas of the plan.

The following table summarizes the recommended implementation steps and costs defined above in the strategies chapter.
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Partner Agencies</th>
<th>Investment</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening and deepening arts education</td>
<td>Kansas City Young Audiences, the Cooperating School Districts of Great Kansas City, Missouri Alliance for Arts Education, Kansas Alliance for the Arts in Education, Johnson County Community College Community Resource for Arts Education, UMKC, Kansas City Art Institute, Park University, the new City of Kansas City Office of Cultural and Creative Services, and others</td>
<td>$75K - $200K start-up costs for an arts education collaborative annually</td>
<td>Years 1 - 2: start-up of the arts education collaborative</td>
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<tr>
<td>Improving public access - marketing</td>
<td>KCADC’S America’s Creative Crossroads campaign (<a href="http://www.kccreativecrossroads.com">http://www.kccreativecrossroads.com</a>), Kansas City CVA’s VisitKC.com (<a href="http://www.visitkc.com">www.visitkc.com</a>), 15 CVBs in the region, KC Studio’s Arts Calendar (<a href="http://kcstudio.org/artscalendar/">http://kcstudio.org/artscalendar/</a>), Downtown Council, The Pitch, other publications, arts and cultural organizations, and others</td>
<td>$100K - $150K start-up costs for the collaborative online marketing platform; and calendar ongoing costs of $50K+, offset by earned revenues for advertising and potential ticket service fees</td>
<td>Years 1 - 2: start-up of the marketing collaborative and promotion of participation by area arts and cultural organizations</td>
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<tr>
<td>Capacity Building</td>
<td>City of KCMO for public art services, County and city governments for support of services to local communities</td>
<td>$65K - $85K annual staff costs, plus program expenses</td>
<td>Lower priority; can be started in years 3+</td>
</tr>
<tr>
<td>Creative Placemaking</td>
<td>ArtSpace and PLACE for feasibility and development of arts-related facilities districts, County and city governments for support of services to local communities, Groups and organizations with creative placemaking project concepts</td>
<td>$65K - $85K annual staff or consultant costs, plus program expenses</td>
<td>Years 1 - 2: establishment of creative placemaking program and initial informational workshops</td>
</tr>
<tr>
<td>Advocacy</td>
<td>Missouri Citizens for the Arts, Missouri Alliance for Arts Education, Missouri Association of Community Arts Agencies, Arts organizations and individuals who are advocacy members of ArtsKC, Other agencies for specific issues</td>
<td>$50K - $75K to expand existing staff capacity and for program expenses</td>
<td>Years 1 - 2: building on ArtsKC’s current advocacy program</td>
</tr>
<tr>
<td>Creative Economy</td>
<td>MARC for economic development planning</td>
<td>$50K - $100K to expand Artist INC trainings, $50K initial planning costs for a creative sector incubator</td>
<td>Timing of planning efforts to be determined by MARC; expansion of Artist INC trainings and development of a creative sector incubator can be started in years 3+</td>
</tr>
</tbody>
</table>