

CREATIVE **P**ROVIDENCE

A CULTURAL PLAN FOR THE CREATIVE SECTOR

June 2009

PROVIDENCE THE CREATIVE CAPITAL

David N. Cicilline, Mayor

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Dear Friends,

It is my great pleasure to share *Creative Providence: a Cultural Plan for the Creative Sector* with you. *Creative Providence* arose from a comprehensive process that engaged thousands of Providence citizens in opinion research and hundreds of community activists, individual artists, arts administrators, and business leaders in cultural planning. *Creative Providence* honors the voices of a tremendous community of participants who generously shared their time, expertise, and experiences to help map, analyze, and collectively think about the evolution – and future direction – of our city’s creative ecosystem.

This blueprint for Providence’s arts, culture, and creativity reflects significant public participation and we can proudly, and authentically, proclaim community-wide stewardship of *Creative Providence*. The cultural plan outlines strategies for cultivating a more sustainable creative sector and the high intentions it describes are already achieving results. *Creative Providence* is partly prescriptive, outlining long-range goals and some bold outcomes that may take decades to realize or that will require new resources and improved economic conditions. This plan also calls out and endorses new initiatives, partnerships, and plans already well underway. Planning conversations have already enabled new partnerships and initiatives among funders, arts education advocates and researchers, neighborhood services, providers of management assistance and information, and those branding and marketing the city’s rich cultural assets.

Our city’s cultural life is a cornerstone of Providence’s economy and unique sense of place. The response to our cultural planning efforts signals a shared sophistication and deep appreciation of the public value of Providence’s creative sector. In the coming months, the Department of Art, Culture + Tourism will lead the City’s efforts to implement the cultural plan’s strategies. I invite you to visit <http://providenceri.com/ArtCultureTourism> to learn more about *Creative Providence: a Cultural Plan for the Creative Sector*.

Sincerely,



David N. Cicilline, Mayor
City of Providence, Rhode Island

ON THE COVER: WATERFIRE, TRINITY REP, PPAC, FESTIVAL BALLET PROVIDENCE
BELOW, LEFT TO RIGHT: KENNEDY PLAZA, FIRSTWORKS RI



A VISION FOR CREATIVE PROVIDENCE

Providence is a place built upon innovation and creativity. For centuries, creative businesses, cultural institutions, artists, designers, writers, and scholars have shaped the city's economic development, social progress, and quality of life. This legacy has inspired, and at times challenged, successive generations of Providence residents to define the city by its art, scholarship, and creative entrepreneurship. The city's artists in particular have made Providence the region's creative capital. Providence artists and institutions are widely recognized for their commercial and critical success – an impressive marker of creativity for a city of our size.

In 2007, a national survey conducted by Americans for the Arts demonstrated that Providence's non-profit arts and cultural organizations generated over \$111.8 million annually and supported almost 3,000 jobs in Rhode Island. As astounding as these figures are, they do not even fully calculate the creative sector's economic impact. Hundreds of small, creative businesses, including individual artists, also drive the state's economy – generating new ideas, designing original products, and creating innovative solutions to difficult problems. In addition, it would be virtually impossible to quantify the wide variety of people who cultivate an individual creative practice.

Our economic well-being is only one part of developing a healthy, strong, and creative Providence. The local creative sector also nurtures society's young leaders, transforms some of our most troubled youth, and is a critical component of fostering creative problem-solvers in our schools. Across the city, theaters, libraries, public media, and humanities programs require and allow citizens to ask provocative questions about the human condition and support rigorous civic dialogue.

Today, cities are leaders in the shaping of a global society. As the first decade of the 21st century approaches its end, the world is in a historic state of transition. The U.S. is faced with difficult questions and is searching for thoughtful, fresh answers. We are all being asked to redefine our values, to develop sustainable ecological practices, to build an equitable and rigorous education system, and to rediscover the principles our forebears outlined for us in our country's founding documents.

In these challenging times, it is appropriate for the City of Providence to design a blueprint for the continued evolution of our city. In the past, citizen-led efforts to generate new ideas about Providence's future prosperity have offered the city rich opportunities to redefine itself – to move rivers, to revitalize the downtown, and to invest in healthy neighborhoods. Downtown's renewal was anchored in the belief that our high quality arts organizations would drive economic activity and provoke the public to re-imagine the city's center.

The city's artists have driven redevelopment in neighborhoods and city streets. They have breathed life into our aging industrial infrastructure and been the catalysts for civic engagement. *Creative Providence* has been a broadly inclusive, community-wide effort that capitalizes on the energy of a 21st-century local art and culture movement gaining momentum in cities across the globe.

Our cultural plan calls upon leadership from our creative sector – artists, arts organizations, poets and scholars, designers and creators, the entertainment and tourism industries – to ask hard questions and solve difficult problems alongside government and business leaders. The plan charts out an ecosystem of interdependencies and opportunities for collaboration. *Creative Providence* lays the groundwork for Providence to strengthen and realize its next generation of potential as a creative center while recognizing there are incredible, unprecedented challenges ahead – challenges that require bold, imaginative thinking.

The future will not be a replication of the past. Creativity is one way to claim our city's future.



Lynne McCormack, Director
Department of Art, Culture + Tourism

PURPOSE

Mayor David N. Cicilline and the Department of Art, Culture + Tourism launched **Creative Providence: a Cultural Plan for the Creative Sector** to explore the strengths and weaknesses of the capital city's creative community. The community-wide cultural planning effort will better position the city to realize its full potential as a creative center and deliver on its promise of innovation and change. Creative Providence will become a guide to public policy, private initiative, and investment.

The creative sector is a key part of Providence's economy. At the core of this economy is the creative sector with its three main domains:

1. The arts, humanities, and cultural heritage;
2. The media, tourism, and entertainment industries; and
3. Creative business-to-business services and design-based business.

LEFT TO RIGHT: SOUND SESSION, RISD MUSEUM OF ART, CREATIVE PROVIDENCE FORUM



CREATIVE PROVIDENCE

TIMELINE AND PUBLIC PARTICIPATION

September 2007 – September 2008

Preliminary Planning: Early related discussions about art, culture, and creativity in Providence

- Creative Conversation with Emerging Arts Leaders
- Providence Tomorrow charrettes
- Arts Investment Taskforce
- Relationship-building

September 2008 – December 2008

Cultural Assessment: Identify cultural resources, critical needs, and opportunities for the creative sector in Providence

- 2 community forums: 150 participants
- Interviews with 20 community leaders
- Online survey (RISCA collaboration): 2,000+ respondents
- 25 focus group discussions: 275 participants
- Evaluation and feedback from Steering Committee and Working Group: 50 participants

January 2009 – June 2009

Cultural Planning: Plan community-wide actions and secure necessary resources to respond

- Senator Claiborne Pell Lecture on Arts & Humanities: 200+ attendees
- 6 planning studios: 200 participants
- Evaluation and feedback: Steering Committee

June 2009 & Beyond

Implementation: Act on prioritized strategies

- Launch cultural plan at public event
- Publish Mayor's Action Plan for Creative Providence
- Create implementation plan
- Continue relationship-building
- Evaluation and feedback

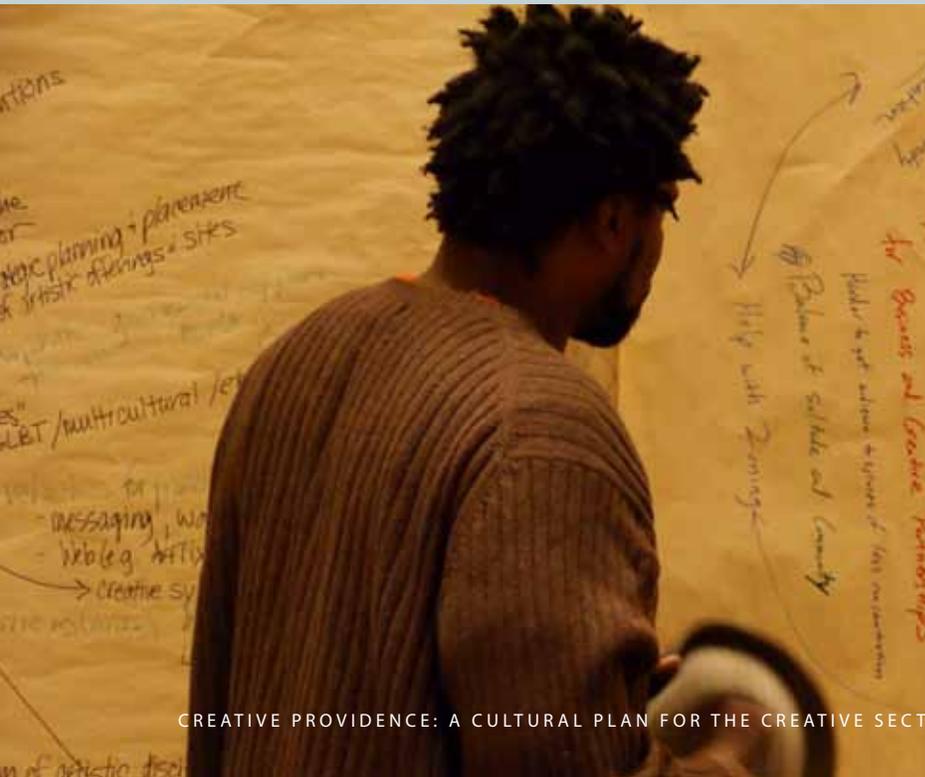
Discover *Creative Providence* at providenceri.com/ArtCultureTourism and creativeprovidence.com



CREATIVE PROVIDENCE

GOALS OF THE CULTURAL PLAN

- ➔ **Mobilize the creative sector by positioning the Department of Art, Culture + Tourism as a leader in creative economic development**
Catalyze Providence's creativity to leverage economic, social, and cultural capital.
- ➔ **Build community and foster neighborhood vitality through increased access and diversified cultural participation**
Invest in neighborhood art, culture, and creativity to sustain social diversity and engage communities.
- ➔ **Educate and inspire the next generation of creative thinkers**
Develop creative practice in youth for 21st century global citizenship.
- ➔ **Foster sustainable cultural organizations**
Nurture agile, healthy, resilient organizations able to anticipate and meet all forms of new challenges.
- ➔ **Create conditions for creative workers to thrive in Providence**
Support a vibrant community of individual artists, scholars, writers, designers, and entertainers to sustain the creative city.
- ➔ **Raise public awareness of the creative sector**
Strengthen marketing, advocacy, and tourism to increase participation and engagement.



KEY TO TERMS

The ideas and concepts used throughout the cultural planning process have evolved alongside *Creative Providence*. This glossary is a tool to help readers better understand this document. We gratefully acknowledge Tom Burrup, Craig Dreeszen, New Commons, and the *Creative Providence* participants for helping us to develop our definitions of these terms.

501(c) (3) A tax status of a nonprofit organization obtained from the Internal Revenue Service that allows tax-deductible gifts to the organization and exempts the organization from federal and state income taxes.

Artist Broadly defined and inclusive visual and performing artists, craftspeople, writers and editors, designers, entertainers, and more.

Business cooperatives Encourage collaboration among symbiotic creative industries professionals, to help streamline backend services like finance and data base management, develop collaborative marketing, and to access group buying options.

Creative sector All commercial and nonprofit occupations and industries that focus on the production and distribution of cultural goods and services, as well as intellectual property with a cultural component.

Creative The ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, interpretations, etc. and other concepts; originality, progressiveness, or imagination.

Cultural participation We are borrowing a broadly inclusive definition of cultural participation (formal and informal, conventional and nontraditional): creating, witnessing, preserving, and supporting artistic and cultural expression.

Live/work housing A building or complex designed, zoned, and otherwise designated space to be used for both residences and commercial or light industry. Often refers to space used by artists as studio, office, and living accommodations. Zoning codes often do not permit mixing these uses thus requiring special dispensation or changes in zoning.

Nonprofit A corporate structure governed by state law in which activities are driven by social purpose rather than financial gain. Ownership is vested in the entity itself and governed by a volunteer board of directors. Nonprofits are generally, but not necessarily, “tax-exempt” under local, state, or federal tax statutes. When federally tax-exempt, they can accept charitable contributions that are tax-deductible for the giver. (See also 501(c) (3).)

Sector A distinct part, especially of society or of a nation’s economy: i.e. the housing sector; the education sector

Sustainability An ecological approach to strengthening nonprofit organizations to maintain their capacity so they may fulfill their missions.

Tax credits A legal transference of tax deductions in exchange for a sanctioned activity. This could include construction of low-income housing, preservation of historic properties, or investment in a neighborhood with a difficult economy. Tax credits are awarded to the developer of record but may be transferred or sold for a fee. Nonprofit developers often sell the tax credits to a nonprofit and use funds for the sanctioned purpose.

Tax Increment Financing (TIF) Public investment usually provided to a developer in a designated TIF area on the assumption of future tax revenues. A city may loan or grant a developer funds to complete a project, paid back to the city through future tax revenues from the project.

GOAL: Mobilize the creative sector by positioning the Department of Art, Culture + Tourism as a leader in creative economic development

Catalyze Providence's creativity to leverage economic, social, and cultural capital.

Providence's creative workforce and enterprises create jobs, strengthen neighborhoods, and enhance the City's quality of life. This workforce includes: entrepreneurs creating companies, people employed in both not-for-profit and commercial organizations, and the legions of self-employed creative workers. This plan mobilizes the City's remarkable creative assets to help stimulate the economic recovery for Providence and contribute to the City's long-term prosperity.

Recent research studies document the creative sector's significant economic impact. Creative enterprises are a formidable industry in the United States. As of January 2008, 6,318 people work for 1,231 arts-related businesses in Rhode Island's Congressional District 1. (Americans for the Arts, 2008) In Providence, nonprofit arts and cultural organizations generate \$111.81 million annually in local economic activity. This spending supports 2,759 full-time equivalent jobs, generates \$55.56 million in household income to local residents, and delivers \$11.08 million in local and state government tax revenue. (Americans for the Arts, 2007)

OUTCOMES OF CULTURAL PLANNING

- The Providence Department of Art, Culture + Tourism (AC+T), with an expanded role, will be a leader in economic development for the creative sector.
- Creative enterprises — in arts, humanities, cultural heritage, media and entertainment, design and creative businesses — will drive Providence's robust economy and guide the City in implementing creative solutions to complex urban problems.
- Creative professionals will join other critical civic leaders in shaping and implementing the City's economic development, workforce growth, and sustainability initiatives.
- The City will fully realize *Providence the Creative Capital* with adequate recognition for, and investment in, the creative sector.
- Providence will be recognized as a center for film, design, and entertainment because conditions will exist for these creative industries to thrive and generate work.

STRATEGIES TO MOBILIZE THE CREATIVE SECTOR

REORGANIZE THE DEPARTMENT OF ART, CULTURE + TOURISM

Reorganize the Department of Art, Culture + Tourism (AC+T) to focus on economic development initiatives set forth by Providence's mayor for the creative sector in collaboration with the Department of Planning and Development and to lead implementation of this cultural plan.

- **AC+T reorganization**

AC+T plans to reorganize programs and staff responsibilities to better serve and represent the creative sector in accordance with the community's new strategic priorities for the creative sector.

- **Permanently establish AC+T by ordinance**

City Council affirms the Department's critical role in arts, humanities, culture, tourism, and creative economic development with an enabling ordinance.

- **Co-locate AC+T with the Department of Planning and Development**

AC+T will co-locate with the Department of Planning and Development to achieve close cooperation with the City's other economic development efforts.

- **AC+T Advisory Board**

The Mayor will establish a broadly representative AC+T advisory board to advise and advocate for the Department and creative sector.

- **Creative sector visibility**

AC+T, as ombudsman for the creative sector, will continue to make the creative sector's contributions to the city's economic and cultural life known and recognized in boardrooms, the civic realm, and by other agencies.

- AC+T will continue to work collaboratively with national, regional, and local agencies, including Americans for the Arts, the New England Foundation for the Arts, the New

England Council, and the Providence Economic Development Partnership, to collect, analyze, and publicly distribute information about the economic and social impact of the city's creative sector.



POLICY AND PLANNING

The City integrates the cultural plan's recommendations for the creative sector into its policies and planning in order to cultivate creative responses to complex urban issues such as sustainability, social mobility, and equity issues.

- **Providence Tomorrow**

The City incorporates the major tenets of the cultural plan into the comprehensive plan.

- **Integrate into economic development**

In accordance with the Providence Economic Development Strategic Plan, the City will cross-reference key recommendations of the cultural plan in Providence's other economic development strategies.

- Implementation will reinforce other current policy platforms including Providence's *Operation Opportunity* (2009) and *Pathways to Opportunity* (2007).
- The cultural plan intersects and reinforces the *Greenprint* (2008) goal of encouraging creative public engagement in green design.

STRATEGIES TO MOBILIZE THE CREATIVE SECTOR

- **Planning**

The City Plan Commission adopts the cultural plan as the blueprint for creative sector development moving forward.

- **Leadership**

The Mayor continues to appoint creative sector representatives to city boards and commissions such as the City Plan Commission, the Providence Economic Development Partnership, Providence Tourism Council, Zoning Board of Review, Providence School Board, and the Board of Park Commissioners to connect creativity with development and other economic interests, and to assure creative economic development remains a priority.

- Where no conflict exists, City employees are encouraged to serve cultural organizations on boards, as volunteers, and as donors.

- **Development incentives and bonuses**

The City should develop provisions in zoning regulations and other ordinance incentives for real estate development to make space and facilities available to cultural organizations and creative programming.

- **Tax stabilization, tax increment financing, or other financial incentives from the City**

The City should require in-kind support for Providence's cultural organizations and nonprofit community in return for tax or financial incentives such as mandating a percentage of employee time be dedicated to serving on cultural boards during the compliance period for the incentive.

- **Regulations**

Review city codes and ordinances to encourage creative enterprise development and/or art programming in Providence.

ENTREPRENEURIAL INCENTIVES

AC+T, in collaboration with the Providence Economic Development Partnership, will continue to encourage creative entrepreneurship in the City of Providence.

- **Workforce development**

Design a creative industry workforce development strategy that invests in Providence's existing workforce, recruits new creative workers, and prepares the next generation.

- **Social entrepreneurship**

Establish competitions that encourage creative entrepreneurship directed toward addressing civic issues (i.e. Apps for Democracy program solves social issues through technology).

- **Financing**

Departments should work together to connect creative entrepreneurs with all available City financing programs and grants.

DOWNTOWN CULTURAL AUTHORITY

Establish a Downtown Cultural Authority to strengthen, centralize, and effectively market current downtown creative activity and public space.



STRATEGIES TO MOBILIZE THE CREATIVE SECTOR

BRANDING AND MARKETING

Integrate the City's branding as the *Creative Capital* into messaging and overall marketing of Providence and assure that support to the creative sector matches the message.

- **Buy Art**

Increase funding to expand the Buy Art program, a partnership between City, artists, and venues across the city intended to increase art patronage and bring greater visibility to the city's creative community.

- **Business recruitment**

AC+T will continue to support and assist the business recruitment efforts of the Providence Economic Development Partnership to incorporate creative sector information into their strategies.

- **Promotion and public relations**

Continue to work with the Arts & Business Council of Rhode Island on the arts marketing study to coordinate and tailor messaging to audiences.

PARTNERSHIPS

The creative sector will develop stronger relationships across sectors to encourage new ideas and innovation.

- **Business partners**

AC+T will encourage creative professionals to seek leadership positions in business organizations.

- **Relationship-building**

AC+T will continue to partner with the Small Business Administration, Providence-Warwick Convention and Visitors Bureau, Rhode Island Economic Development Corporation, Business Innovation Factory, colleges and universities, Providence Foundation, Providence Hospitality Resources Partnership, and the business community.

- **Social networking**

AC+T will lead efforts to formalize the interconnected social network of creative workers to encourage cross-pollination of ideas and leverage social and economic benefits of a tight-knit community.

- **Cross-sector residencies**

Develop opportunities for the creative sector to participate in cross-sector artists-in-residence programs (i.e. collaborations between arts and sciences professionals).

INVESTMENTS IN THE CREATIVE SECTOR

A mix of private, government, and philanthropic investment in creativity will strategically stimulate employment and economic opportunity.

- **Start-up assistance**

The City works closely with partners to encourage new designers, small creative businesses, and other new creative entrepreneurs.

- Identify and make more visible and transparent existing financing opportunities for creative enterprises, including loans available through the Department of Planning and Development.
- Assess the potential for new financing resources through Tax Increment Financing, a Downtown Development Authority, venture capital, a larger proportion of bed tax, infusion loans, New Market Tax Credits, and/or other options.
- Identify available financing that encourages creative social entrepreneurship and connects with creative sector innovators.

STRATEGIES TO MOBILIZE THE CREATIVE SECTOR

• Operating assistance

The City works closely with its partners in economic development to sustain existing creative enterprises.

- Explore new models for alternative financing options (i.e. hybrid loan/grant) to support innovation.
- Market state-designated enterprise zones in Providence to creative businesses.
- Develop one or more creative industry business cooperative to encourage collaboration among symbiotic creative industries professionals, to help streamline backend services, such as finance and database management, to develop collaborative marketing, and to access group buying options. In a co-op, each partner owns a share of the business.
- Promote and connect creative businesses with the Providence Department of Planning and Development business loan programs.
- Connect existing creative industries to opportunities for generating work through an online creative industry job listing.

• Creative workforce development

Develop or link creative workers with job creation and training initiatives through Providence/Cranston Workforce Solutions and the Mayor's Economic Development cabinet.

- Work with the higher education institutions and the Rhode Island Small Business Development Center to offer business development training and access to expertise, information, and assistance geared toward creative enterprises.
- Link creative entrepreneurs with professional

development opportunities available through Greater Providence Chamber of Commerce, the Rhode Island Small Business Administration, the Arts & Business Council of Rhode Island, and others on topics including accelerating profitability, improving management, raising venture capital, and writing business plans.

- Integrate creative learning into training for designers, crafts people, and others who are rehabilitating and retrofitting buildings for energy efficiencies and using other sustainable technologies.
- Include creativity in training for trades at the intersection of work, imagination, and craft (such as historic restoration, cabinetry, restoration and related industries).
- Encourage the creative sector to apply for grant funding through the Governor's Workforce Development Board, a program of the Rhode Island Department of Labor and Training Human Resources Investment Council, to provide skills and training for the existing and future creative sector workforce.

• Facility Maintenance and Development

Identify sources of capital for facility maintenance and development and connect with creative sector innovators to support diverse cultural and artistic activities.

- Encourage property owners to seek assistance to restore and rehabilitate buildings housing creative industries.
- Explore use of New Market Tax Credit program for creative facility development.
- Encourage cultural facility development in

STRATEGIES TO MOBILIZE THE CREATIVE SECTOR

the Jewelry District and other existing and emerging cultural hubs in the city where there is a concentration of creative businesses and cultural activity. The Providence waterfront also provides opportunities for creative programming.

- Develop one or more creative industry incubator facilities to encourage collaboration among symbiotic creative industries and help streamline backend services.
- The City should consider bonding through the Providence Redevelopment Authority to acquire and develop property for creative workers.

NURTURE DESIGN, FILM, AND DIGITAL MEDIA

Nurture design, film, and digital media as specific industries with high potential for economic development in Providence.

• Art as civic value

Providence will continue to work with the Mayor's Institute on City Design to set high standards for design excellence in the construction and renovation of all City buildings and buildings that receive financial incentives from the City.

• Creative economic development initiatives

Coordinate industry-specific incentives and initiatives with the Rhode Island Film and Television Office, the Business Innovation Factory, and other creative economic development efforts.

• Tax credits

Advocate to the Rhode Island General Assembly to amend

film tax credits to require more use of local businesses and services.

• Public bidding

Review the City's public bidding process and explore new ways of nurturing emerging creative businesses through collaboration.

ARTS AND ENTERTAINMENT VENUES

The City supports further development of small and mid-sized venues for galleries, music, performances, and visual arts exhibitions downtown, in nearby areas and, where appropriate, neighborhood commercial corridors. This will serve local artists and attract creative workers, innovators, and entrepreneurs to develop sustainable businesses in the city.

• Assessment

Conduct an assessment of entertainment venues to determine economic and social impacts and identify strategies to promote a healthy arts and entertainment district downtown.

• Music scene

Encourage Providence's music scene to regain strength and thrive by working with partners to reverse the loss of small to mid-sized music venues downtown.

• Providence Hospitality Resource Partnership

The Providence Hospitality Resource Partnership continues to work with stakeholders in the entertainment economy in order to diversify entertainment options, ensure public safety, and drive economic development.

GOAL: Build community and foster neighborhood vitality through increased access and diversified cultural participation

Invest in neighborhood art, culture, and creativity to sustain diversity and engage communities.

A vibrant Providence depends on activities and institutions that are comprised of — and serve — the many cultures in the city's 25 distinct neighborhoods. Providence is rich in cultural diversity and artistic and creative expression, yet for many of its residents, limited money, education, and transportation prevent them from fully accessing and participating in arts and cultural opportunities.

Participation in arts and culture builds communities and stabilizes neighborhoods' social diversity. The cultural plan works to break down barriers to participation, make the local arts and humanities communities more representative of the city's population, and pave the way for fuller access to the arts for all. To do this, we must broaden our understanding of cultural participation, recognize and support the many ways in which citizens engage with the arts, and promote Providence's culturally distinct neighborhoods as sites of rich cross-cultural exchange. Authentic cultural participation includes a wide variety of artistic and cultural expressions, reflective of a pluralistic American society.

OUTCOMES OF CULTURAL PLANNING

- Arts, culture, and creativity will be present in each neighborhood as a lifelong creative learning and community-building strategy.
- Public policies and private programs will empower people to express their own creativity and explore their individual cultural curiosity.
- Each neighborhood will have a signature cultural center that utilizes the existing civic architecture: public libraries, recreation centers, schools, parks, and community centers.
- All people should feel welcome — socially, physically, economically, and intellectually — and have opportunities to participate in cultural offerings that represent and reinforce the many cultures and wide-range of creative practices present throughout the city.
- Cultural life will attract people to — and link — Providence's neighborhoods.

STRATEGIES TO BUILD COMMUNITY AND FOSTER NEIGHBORHOOD VITALITY

INVEST IN THE CULTURAL LIFE OF NEIGHBORHOODS TO PROMOTE VITALITY

The City will strengthen neighborhoods by increasing public access to arts, culture, and creativity.

• Socially inclusive

The City will adopt policies that are broadly inclusive of the wide range of opportunities for cultural participation: creating, witnessing, preserving, and supporting artistic and cultural expression.

• Leadership

The Department of Art, Culture + Tourism (AC+T) partners with the City's Office of Neighborhood Services, Department of Planning and Development, Public Safety, and other community organizations to identify, convene, and cultivate a network of community and cultural leaders.

- AC+T will coordinate with leadership from the Neighborhood Markets Program to identify and build a database of community leaders from cultural, educational, civic, community development, and commercial sectors.
- Partners will identify, convene, and encourage neighborhood community and cultural leaders to become a network of ambassadors – making connections in and among Providence's neighborhoods.
- Explore culturally specific governance, fundraising, and engagement strategies.
- Encourage cultural organizations to diversify the ethnicities, races, ages, and cultures of boards and staff.

• Connections

Invest in and empower community leaders to work with

each other in, and between, neighborhoods and cultural institutions.

- Create public engagement incentives for the creative sector to encourage work that directly benefits neighborhoods (i.e. providing housing/ dedicated work spaces in the neighborhood or generating work for creative businesses).
- Tie funding opportunities to community work in neighborhoods.
- Use the cultural leaders' network to distribute information about neighborhood development projects and local volunteer opportunities.
- AC+T will work with creative sector service providers and foundations to encourage mainstream cultural organizations to diversify their human resources and programs, to develop partnerships between organizations, and to build and/or strengthen organizational relationships with communities.

• Space incentives

Provide housing and work spaces in neighborhoods for artists who work directly with families and with youth in those neighborhoods.



STRATEGIES TO BUILD COMMUNITY AND FOSTER NEIGHBORHOOD VITALITY

CREATE SIGNATURE CULTURAL CENTERS ACROSS THE CITY

The City collaborates with partners to identify, develop, and establish neighborhood cultural centers utilizing the existing civic buildings: libraries, recreation centers, schools, parks, and community centers.

- **Map**

In coordination with the Pathways to Creative Learning Partnership, identify existing cultural assets, opportunities, and potential alliances.

- **21st century civic institutions**

Identify and secure funding to develop plans for cultural centers.

- **Coordinated learning community**

Cultural centers will convene and coordinate providers of out-of-school cultural and educational programs (i.e. libraries, colleges, cultural organizations, etc.) to offer adults and children access to creative learning and opportunities for social mobility.

- Expand the model used by the Providence After School Alliance to designate downtown and neighborhood hubs for promotions and events.

- **Residencies**

Cultural centers will have a site coordinator to facilitate artist residency opportunities in neighborhoods.



AC+T will work in partnership with Rhode Island State Council on the Arts, Rhode Island Council for the Humanities, the Rhode Island Foundation, and other organizations to encourage and preserve cultural organizations that collect, present, produce, or give voice to the cultural traditions and expressions of ethnic communities.

- **Policy**

The City will adopt policies that encourage and preserve culturally specific organizations and programs that are reflective of the city's population.

- **Preserve organizations**

AC+T will lead the City's efforts to make preservation of culturally specific organizations a priority, especially through the current economic recession.

- **Resources**

AC+T will seek to leverage additional resources and designate funding and technical assistance for culturally specific organizations.

- **Leadership**

AC+T will work with partners to assist organizations in recruiting diverse boards and staff.

- Encourage established cultural organizations to partner with culturally specific organizations.

- **Innovation**

AC+T and partners will encourage culturally specific organizations to pursue new methods of cultivating donors, volunteers, and audiences.

STRATEGIES TO BUILD COMMUNITY AND FOSTER NEIGHBORHOOD VITALITY

INVEST IN THE CITY'S PUBLIC ART, PROGRAMS, EVENTS, AND INFRASTRUCTURE

Increase neighborhood-based creativity by encouraging the proliferation and preservation of existing free and accessible public cultural programs.

• Public art

Install mechanisms that allow arts presenters and artists to create art for public places.

- The City revisits and enforces the 1980 Art in City Life ordinance which requires one percent of total project costs for the construction or remodeling of any building, decorative or commemorative structure, park, street, sidewalk, parking facility, or utility paid for in whole or in part by the City to be expended on works of art.
- AC+T will facilitate and encourage temporary public art and programming in quality public spaces throughout Providence.
- The City should develop policies governing decisions about the construction, renovation, or restoration of commemorative art, architecture, and landscape architecture in public spaces and directs investment for the preservation of existing public monuments.

• Public programming

AC+T will facilitate programming as part of targeted place-making strategies tailored to locations throughout the city to cultivate civic pride and activate the city's public spaces as vibrant cultural commons.

- AC+T continues its role as performing arts presenter with programs such as the Friday

Night Concert Series at Waterplace Park, the Neighborhood Performing Arts series, Sound Session, and other free and publicly accessible cultural events throughout the calendar year.

- AC+T will encourage nontraditional partners in and out of City government to develop programs with the creative sector, such as the Office of Neighborhood Services, infrastructure managers (transportation, public works, public safety), social service providers, the Providence Hospitality & Resource Partnership, and others.
- Encourage projects that reach across populations, ages, experiences, neighborhoods, and socioeconomic levels. Schools, libraries, and recreational centers can facilitate cultural exchanges.
- Encourage property owners to sponsor cultural programs by making private spaces available to the creative community for temporary public programming (i.e. storefronts, blank walls, etc.).
- Offer collaborative incentives such as marketing and shared audience development to encourage robust cultural programming.
- Encourage the creative sector to develop diverse and innovative experiential public programs in accessible neighborhood locations throughout the city.
- AC+T will continue to offer programming grants and facilitate event planning across City departments (including working with the Parks Department, Public Safety, and others) to allow community-based organizations to develop and present cultural programs for the neighborhoods.

STRATEGIES TO BUILD COMMUNITY AND FOSTER NEIGHBORHOOD VITALITY

- The City will continue to provide technical advice to neighborhood groups to help them successfully implement their public programming ideas, including offering assistance matching neighborhood organizations with artists and other creative professionals.
- Explore programming partnerships, like a neighborhood passport program, to highlight the cultural identity of neighborhoods and promote visitation to arts and cultural sites, neighborhood markets, and public spaces throughout the city. Partners may include branch libraries, merchants associations, transit authority, online ticketing services, utility companies, and more.
- Encourage cultural organizations and neighborhoods to forge new relationships and bring programming to neighborhood venues directly.

• Public events

AC+T will continue to collaborate with Public Safety, the Department of Public Works, other government agencies, property owners, and the tourism industry to ensure that high quality public events continue with as few disruptions in service to city residents as possible.

• Public infrastructure

Integrate art into existing civic architecture to increase cultural participation and provoke public dialogue and engagement.

• Mobility

Help remove transportation barriers and improve physical access to cultural sites, events, and programs. Where appropriate, use transit as a critical component

of collective community-building — connecting neighborhoods and nearby cities and towns and the city's peripheries to the city's core.

- Continue to work with RIPTA and other city agencies on public art and programming projects (i.e. bus shelters and Greater Kennedy Plaza), corridor enhancements, improving connections to and between neighborhood-based cultural activities, and exploring bus routes and schedules driven by current and emerging cultural activity. Tie art and transit efforts to the City's goals for a more ecologically sustainable future.
- Encourage transit near cultural hubs and creative clusters.
- Plan events that encourage walking.
- Increase access to cultural activities by making connections to bike paths and waterways.



STRATEGIES TO BUILD COMMUNITY AND FOSTER NEIGHBORHOOD VITALITY

• Public works

The creative sector can develop creative public engagement strategies to meet service demands, to help grow the creative and green economies, and as a learning tool to explain the city's infrastructure to residents, help encourage conservation, and stoke civic pride.

- Outdoor public spaces like neighborhood parks, sidewalks, and trees can all serve as outdoor classrooms.
- Integrate public art and programming into the City's goals of opening one community garden each year over the next three years and to add over 20 acres of park space primarily along the rivers and waterfront by 2012.
- Signage can serve dual function of providing (multilingual) way-finding and showcasing the city's creativity.
- Use the City's cultural liaison with neighborhoods to build relationships and develop more interdepartmental connections.

ACCESSIBILITY

The City will assure cultural programs are fully accessible to people with disabilities.

• ADA compliance

VSA Arts RI encourages cultural organizations to be compliant with ADA requirements.

• Artists with disabilities

VSA Arts RI encourages artists with disabilities.

LIFELONG LEARNING

Partnerships make lifelong learning in creativity accessible to all Providence residents.

• Pre-school

Begin creative learning and teaching as early as possible. Coordinate service with data from the Providence Plan.

• Out-of-school adults

Promote and coordinate lifelong learning programming publicly accessible through libraries, arts, humanities, and cultural institutions, galleries, and universities.

• Elders

Plan also to serve older, active adults (e.g. Citizen Schools, where people volunteer to share their creative practice, expertise, and knowledge).



GOAL: Educate and inspire the next generation of creative thinkers

Develop creative practice in youth for 21st century global citizenship.

Providence has many exceptional arts service providers, recognized nationally for making excellent creative learning opportunities available to students outside of school. These after-school arts learning providers have led the way in quality arts experiences for our city's youth and are anxious to make a larger contribution. Currently, most of the city's community arts programming focuses on the high school level. Collaborative efforts between Hope High School and RISD have demonstrated amazing results. The arts proficiency graduation requirements provide an opportunity for Providence to rebuild the creative learning curriculum and reach outside school walls to the city's rich arts community.

Creative learning provides youth with critical thinking skills essential for a creative life and prepares students to participate fully as citizens and members of the 21st century global workforce. Studies find that the arts can help students gain skills in areas valued by today's employers, such as innovation and creative problem solving. However, creative education opportunities grounded in arts learning experiences are diminishing in schools and community life. In many schools, creative learning is often forced to compete against other district priorities for time and funding. Compounding this problem, many educators themselves are part of a generation who did not experience arts education when they were students. When arts education is offered, it is not accessible to all students. The creative sector can help strengthen pathways for all students to have access to creative learning.

Providence has a reputation as a center for arts, culture, and creativity, yet participants in the *Creative Providence* cultural assessment persistently cited dissatisfaction with the current state of arts education in Providence – in interviews, community forums, focus group discussions, and the online survey.

OUTCOMES OF CULTURAL PLANNING

- Substantial K-12 pathways in arts learning will be available in school, after-school, and through community-based opportunities.
- The role of creative learning in students' lives and in building the strength of communities will be recognized as preparing youth for 21st century global citizenship and workforce.
- Opportunities will be available for young artists and social entrepreneurs to invest in children, youth, and families.
- Providence will have a nationally recognized program of artists who integrate teaching into creative practice.
- Providence will be recognized as a leader in cultivating and sustaining a cadre of teaching artists.
- The community recognizes and sustains the significant contributions of Providence's after-school providers and high quality arts organizations.

STRATEGIES TO EDUCATE AND INSPIRE THE NEXT GENERATION OF CREATIVE THINKERS

PATHWAYS TO CREATIVE LEARNING PARTNERSHIP

The Pathways to Creative Learning Partnership (henceforth throughout this goal referred to as “the partnership”), made up of the Department of Art, Culture + Tourism (AC+T), Providence Schools, Brown University, the Providence After School Alliance (PASA), The Kennedy Center for the Performing Arts, and the Rhode Island Arts Learning Network, continues to work collaboratively to create stronger pathways between neighborhoods, schools, cultural organizations, and creative professionals in K-12 through extended day learning.

• Framework

The partnership defines where and how youth access meaningful creative learning activities broadly including both formal educational settings, such as schools and libraries, and non-institutional settings, such as cultural organizations, community centers, recreation centers, parks, and faith communities.

- All Providence children and youth will have curricular experiences in school, supported by the community, which will allow them to demonstrate proficiency in one or more art forms by graduation.
- All children will have access to community-based arts learning to enrich and extend the knowledge and skills learned at home and in school.
- All children and youth will have ongoing access to professional arts experiences that are school-linked and community based.

• Research

The partnership will continue inquiries and analysis of creative learning systems in Providence including: personal maps and interviews about creative learning with youth who have a strong interest in the arts, PASA

survey data, census of arts offerings in neighborhoods and schools, provider interviews, and interviews with selected Providence elementary and middle school administrators.

• Assessment and engagement

With support from the Mott Foundation’s *A New Day for Learning* project, the partnership will assess the demand for arts learning in Providence K-8 students and families, the supply of K-8 arts learning across Providence neighborhoods, and develop a K-8 strategy for re-building and strengthening arts education in Providence that will dovetail with other complementary efforts underway in the city (i.e., PASA, *Creative Providence* cultural plan, etc.).

• Project recommendations

The partnership will endorse and adopt the recommended strategies about how to strengthen arts learning pathways.

- The partnership will collaborate to build access to information by developing an integrated interactive map, kiosks, social events, and alert systems for schools, families, and youth to learn more about arts learning pathways in Providence.
- The partnership will collaborate to increase access to arts learning activities by creatively addressing economic and transportation barriers.
- The partnership will collaborate to create an arts ambassadors program that will expand and support more mentorship and internship programs through PASA, community-based organizations, and in K-8 programs.
- The partnership will create public programs and community events about arts learning activities in Providence where youth and families access information about

STRATEGIES TO EDUCATE AND INSPIRE THE NEXT GENERATION OF CREATIVE THINKERS

opportunities, applications, enrollment, and planning.

- The partnership will facilitate development of neighborhood community cultural centers by identifying potential sites based on data, community interests in creative learning and potential partners.

• Policy recommendations

The partnership will engage in a statewide advocacy effort to adopt policy recommendations over the next three years.

- Implement the Rhode Island standards for in-school arts learning opportunities.
- The Mott Foundation's *A New Day for Learning* project will support existing district policy on expanded learning as a key support to poor and underachieving students, ensuring prominence for creative learning in students' lives.
- Make extended learning part of student funding formula, especially for the neediest students.
- Develop incentives for community-based arts organizations (such as access to funding and spaces/facilities) to form deep partnerships with community sites.
- Establish a citywide incubator system for new arts learning enterprises with funding for a network of experienced community organizations to mentor, house, and offer technical assistance to emerging projects.

• Program Recommendations

The partnership will engage in a collaborative effort to adopt program recommendations over the next three years.

- Ensure that new building projects and renovations are designed to support arts learning (i.e. schools, libraries, residential developments) and develop a strategy to make facilities available to the community for public use.

PREPARE THE NEXT GENERATION

The City encourages community-wide stewardship and responsibility for providing youth with substantial opportunities to access cultural activity across the city.

• Service Providers

Recognize and sustain the significant contributions of Providence's after-school service providers.

- Develop new in-school curriculum with embedded units of study that partner students with cultural organization.

• After-school

Providence After School Alliance (PASA) continues to lead the city's efforts to expand and improve the quality of after school opportunities, including creative teaching and learning instruction for the youth of Providence.

- Continue to identify and promote spaces that can serve as hubs for students during and after school.
- Recognize and sustain significant contributions made by organizations that are supporting creative learning in Providence.

STRATEGIES TO EDUCATE AND INSPIRE THE NEXT GENERATION OF CREATIVE THINKERS

- Explore other models for after-school funding and support, (e.g., The Hunt Alternative Fund matches individual donors with after-school arts programs).

WORKFORCE DEVELOPMENT

Position creative practice as preparation for a broadly defined creative workforce. AC+T will assure that creative learning interests are represented in planning workforce development initiatives.

• Creativity essential to future prosperity

Prepare Providence's youth for the 21st century by positioning creative learning as preparation for global citizenship and community building.

- Integrate lifelong arts learning, creativity, and innovation into workforce development initiatives aimed at generating work and wealth, e.g., knowledge economy, adult workforce training, and school curricular development.
- Emphasize creative learning curriculum in the Career & Technical Academy to provide best job training facilities in the state.

• Recruiting the next generation of leaders

Create workforce development strategies to introduce youth to creative sector jobs.

- AC+T and Providence/Cranston Workforce Development will work with cultural organizations to coordinate a salaried employment program for underserved young adults that would make work experiences available while giving them field experience, mentorship, and increased access to cultural experiences.

SUSTAIN A CADRE OF TEACHING ARTISTS

Sustain Providence's national reputation as a place where teaching is understood to be a core part of creative practice for many artists because of the excellent community-based arts organizations that work with artists and students.

• Teaching artists

Encourage arts spaces and other arts learning service providers to continue to sustain a cadre of teaching artists and support the institutions doing this work.

- Challenge artists for whom teaching youth may be a career goal to integrate creative practice into their life, work, and citizenship.

• Arts Corps

Create an Arts Corps for Providence (or link to any similar, developing national WPA-like program) putting artists to work in communities, schools, and businesses.

• Commit to teaching artists

Challenge Providence schools, foundations, and cultural organizations to make a commitment to teaching artists using incentives. "If you make a commitment to both artist practice and to teaching practice, we'll make a higher commitment to you – salary, retirement plan, health insurance benefits."

• Residencies

Encourage Providence's Community Development Corporations and Community Centers to coordinate opportunities for artists to work in residence in communities, public schools, higher education institutions, and corporations.

CREATIVE SECTOR IN SCHOOLS

Establish a creative presence in neighborhood schools to strengthen communities and provide opportunities for youth to interact with the creative sector.

GOAL: Foster sustainable cultural organizations

Nurture agile, healthy, resilient organizations able to anticipate and meet all forms of new challenges.

The city's nonprofit arts and cultural organizations anchor the local and regional creative sector, employ and present Providence artists, provide cultural and educational opportunities for citizens, and attract tourists. The thirty-eight nonprofit arts and culture organizations that responded to a 2005 economic impact study survey reported an economic impact of \$111.8 million and support close to 3,000 jobs. Their aggregate attendance for events was 2.7 million; these attendees spent a total of \$71.18 million, excluding the cost of event admission. (Americans for the Arts, 2007)

Ironically, cultural organizations are both successful and precarious. Nonprofit cultural organizations are critical to Providence yet many face an unprecedented crisis, as dramatically reduced funding, increased costs, and changing audience habits converge into a perfect storm that threatens their survival. Many need help with funding, board and staff development, and management assistance. Even before the recession, staffs were not well paid and worked beyond a sustainable pace. Most are undercapitalized, under-funded, and lack overall capacity. Most nonprofits entered 2009 and the growing financial emergency with no reserve capacity.

The international financial crisis is affecting virtually all nonprofits and mid-sized cultural organizations are especially vulnerable to funding cuts. Contemporary dance and experimental theatre are in jeopardy. Many are laying off staff. Funders are increasingly receiving appeals for emergency funding without the discretionary funding to respond. Some organizations are likely to fail. Nonprofits are challenged as never before. This plan should address short-term strategies to mitigate the impact of the crisis and long-term strategies to help make the sector more resilient.

OUTCOMES OF CULTURAL PLANNING

- Information, training and assistance will be provided to assist cultural organizations adapt to fundamentally changing immediate and long-term conditions.
- Critical cultural organizations and jobs will be preserved.
- Creative restructuring assistance will encourage resiliency and innovation, collaboration, programmatic and administrative integration, mergers, and reinvented organizational structures.
- Cultural organizations will convene regularly to share information and strategies.
- The landscape of cultural organizations, including the staff, board, volunteers, programs, donors, and audiences, will be appropriately diverse, reflecting the full socioeconomic, racial, educational, and cultural diversity of Providence.

STRATEGIES TO FOSTER SUSTAINABLE CULTURAL ORGANIZATIONS

PROMOTE RESILIENCY

Assist cultural organizations to adapt and thrive in fundamentally changing conditions over the long term.

• Leadership

Programs, like The Initiative for Nonprofit Excellence at The Rhode Island Foundation, will lead and coordinate training and access to forums, workshops, networking opportunities, and consulting services for cultural organizations.

- Develop 21st century skills including: developing best practices in governance, management, marketing, financial management, planning, evaluation, income generation, communication and messaging, evaluating community impact, and recruiting and developing boards representative of the city's communities.
- Convene and provide support to established leaders.
- Establish an Emerging Leaders network in Providence to foster mentoring and networking among the next generation of Providence's arts and humanities leaders.

• Inclusion and outreach

The Department of Art Culture + Tourism (AC+T), Rhode Island State Council on the Arts (RISCA), The Initiative for Nonprofit Excellence at The Rhode Island Foundation, Art & Business Council of Rhode Island, and other community partners will encourage traditional cultural organizations to diversify organizations and programs to reflect community demographics, engage the public about programming, and build relationships with communities.

• Board development

The Arts & Business Council of Rhode Island and partners will renew a program like the Business Volunteers for the Arts program to match business leaders with nonprofit boards. Service organizations match organization leaders with board development training in policy governance and fundraising.

• Networking and convening

AC+T will lead efforts to coordinate face-to-face and social media networking systems so that cultural leaders can exchange news and information, build partnerships based on common outcomes, and gain support from each other.

- Organize informal creative sector networking events as the Providence Geeks' dinners and Green Drinks do for technical and environmental workers.



STRATEGIES TO FOSTER SUSTAINABLE CULTURAL ORGANIZATIONS

COMPREHENSIVE RESOURCES

Help preserve critical nonprofit cultural organizations and jobs through the economic recession and recovery.

- **Increased funding**

Generate increased funding from public sources and retained private-sector contributions to infuse cultural organizations with resources critical to their survival and cultural to sector jobs.

- **Convene funders**

The Providence mayor convenes major funders including the City of Providence (AC+T, Department of Planning and Development, and the Providence Economic Development Partnership), Providence Tourism Council, RISCA, the Rhode Island Council for the Humanities, Providence foundations, corporations, and selected philanthropists to negotiate a collaborative strategic approach to emergency funding and/or contribute to pooled funds.

- **Triage**

AC+T and its partners design a triage system to establish 21st century priorities and best practices as criteria determining which organizations would most benefit from emergency technical assistance and strategic funding, which will survive without emergency assistance, and any that may not be saved.

- The City allocates emergency funding of \$1 million over two years to help stabilize cultural organizations critical to Providence's recovery as the region's *Creative Capital*.
- AC+T shifts grant funding for the duration of the emergency from programming to technical assistance and operating grants.

ALTERNATIVE FUNDING

Identify and create funding sources through a City-led initiative with other funders to post links to information about alternative sources of funding on AC+T, RISCA, and foundation Web sites.

- **Earned income training**

Cultural organizations will adopt entrepreneurial business models where appropriate to diversify their income sources and meet contemporary challenges.

- **TIFs**

Explore a Tax Increment Financing as a long-term solution for cultural development.

- **Leverage funding**

Educate and encourage cultural organizations to appeal to their donors to designate their agencies in corporate United Way campaigns.

- **New models**

The City will establish a non-governmental controlled funding mechanism for the arts.

- Consider a locally responsive model of the united arts fund and/or cultural trusts.

- **Art in Public Life**

Revisit and enforce the Art in Public Life ordinance.

STRATEGIES TO FOSTER SUSTAINABLE CULTURAL ORGANIZATIONS

RESOURCE AGGREGATION

Collaborations and restructuring among cultural organizations achieves increased effectiveness and creativity in programs, marketing, services, and facilities.

- **Technical assistance**

AC+T will work with The Initiative for Nonprofit Excellence at The Rhode Island Foundation and other willing arts service providers to provide technical assistance that will enable cultural organizations to obtain consulting help, attend critical workshops, or enroll in courses.

- Offer funding for consulting help to negotiate collaborations and/or mergers and the development of shared resource units such as shared databases, financial services, and collaborative marketing efforts.

- **Strategic alliances**

AC+T will coordinate with The Initiative for Nonprofit Excellence at The Rhode Island Foundation to host capacity-building workshops and seminars on strategic alliances and mergers. Invite likely partners from the creative sector to discuss potential collaborations.

- **Business co-op**

Explore coordination of creative enterprises through a creative chamber of commerce.

- Investigate other models for application, e.g., Creative Economy Association of North Shore and Berkshire Creative in Massachusetts.

COMMON GRANT APPLICATION FORM

Encourage funders to adopt a common grant proposal form, being considered by Grant Makers Council of Rhode Island.

- **Simplify grant process**

AC+T reorganizes its granting system to use a simple, consistent process for all grants.



INFORMATION HUB

AC+T becomes a central hub of information about training, assistance, and opportunities for collaboration by upgrading its web site and e-newsletter to complement current promotion of cultural events.

- **Online**

AC+T upgrades its web site and e-newsletter to provide information to help cultural organizations become more resilient with instruction, links to other providers of cultural news and information, and links to resources.

GOAL: Create conditions for creative workers to thrive in Providence

Support a vibrant community of individual artists, scholars, writers, designers, and entertainers to sustain the creative city.

Many creative individuals call Providence home. Visual and performing artists, designers, writers, and scholars are critical to Providence's creativity, prosperity, and reputation as the region's *Creative Capital*. Creative workers and a creative city are mutually interdependent. Providence will not succeed without the support of its creative individuals (and vice versa). Their livelihood and quality of life depends on the city's ability to thrive, as a dynamic, creative city.

Providence is home to more artists per capita than any other U.S. city. Individual artists, designers, and other creative workers are responsible for the City's rich diversity of disciplines, cultural institutions, creative industries, and cultural products. Creative workers are the basis of Providence's national reputation as a center for creativity. Accordingly, the City recognizes the tremendous benefits associated with the presence of many different kinds of artists – artists stimulate the local economy and enhance the quality of the city's social and cultural life.

While artists and other creative workers are the foundation of the creative economy, individual creative workers are vulnerable. Nearly two thirds of Providence artists responding to the 2008 *Creative Providence* survey report they must work at non-arts jobs to support themselves or their families. Health insurance, affordable studios and housing, and revenue are critical needs. The recession has exacerbated their struggle to be creative and make a living.

OUTCOMES OF CULTURAL PLANNING

- Providence artists and creators will be recognized as community leaders who make significant contributions to the social and creative capital of the city.
- Providence will be a dynamic, regional arts market and center for creativity.
- Individual artists will have access to a robust infrastructure for technical assistance and support, allowing them to generate adequate revenues, working capital, and to reduce costs through information, training, marketing, online directories, grants, financing, and earned income.
- Artists will have access to multiple options for creative workspaces, living spaces, and presentation venues.

STRATEGIES TO CREATE CONDITIONS FOR CREATIVE WORKERS TO THRIVE IN PROVIDENCE

GENERATE REVENUE

Help creative workers generate adequate and flexible sources of income and reduce costs.

• Buyers, audiences, collectors, and contracts

Help artists connect with buyers, audiences, collectors, and contracts.

- Rhode Island State Council on the Arts (RISCA) upgrades its online artists' directory to help connect artists with customers and links with the Department of Art, Culture + Tourism (AC+T), Rhode Island Division of Tourism, Providence-Warwick Convention and Visitors Bureau, Greater Providence Chamber of Commerce, Arts & Business Council of Rhode Island Indie Arts, and other online sites.
- AC+T continues to promote artists and events on its web site, weekly e-newsletter, and through programs like Buy Art.
- Arts & Business Council of Rhode Island will continue to offer artists training and assistance in building their marketing capacity through the marketing co-op.
- Create a centralized listing for information about jobs, work exchange, and skills sharing.
- Coordinate marketing campaign to strengthen gallery sales.

• Capital

Help connect artists with capital.

- AC+T will collaborate with the Department of Planning and Development to connect artists with financing options such as Providence's micro enterprise loan program and other related opportunities.

- Encourage philanthropists and venture capitalists to invest in individual creative enterprises.

• Grants

AC+T leads efforts to encourage funders to retain and enhance grants for individual artists and to develop new substantial funds.

- AC+T will continue to make grants available to artists through the *Neighborhood Performing Arts Initiative*, grants for teaching artists, youth workforce development program, and other initiatives.

• Assistance

The Arts & Business Council of Rhode Island will link artists with professional coaching and financial advising opportunities.

- The Arts & Business Council of Rhode Island, RISCA, Rhode Island Council for the Humanities, AC+T, and the Rhode Island Foundation will collaborate to serve the city's artists more effectively and efficiently.
- Look for models of creative support for artists (e.g., Creative Capital, a national nonprofit organization, commits to working in long-term partnership with the artists it supports, making a multi-year financial commitment and providing advisory services and professional development assistance along with financial support).
- Grant makers will develop training workshops and toolkits for individual artists in financial planning, project and time management, promotion, and marketing.

STRATEGIES TO CREATE CONDITIONS FOR CREATIVE WORKERS TO THRIVE IN PROVIDENCE

- AC+T will provide linked sources of information, assistance, and training opportunities on the Department Web site.

SUSTAINABLE ARTIST SPACES

Develop mix of spaces for artists.

• Permits

AC+T continues to work with other City departments to help creative space developers navigate building, zoning, fire codes, and permitting.

- The City encourages artists to access small business services already available through the local economic development efforts coordinated by the Providence Economic Development Partnership.
- City departments simplify the permitting process for special events to encourage cultural tourism and facilitate community building.

• Development incentives and bonuses

The City should develop provisions in zoning regulations and other ordinance incentives for real estate developers to create permanently affordable and accessible artist workspaces.

- AC+T and RISCA will jointly promote benefits of arts districts and strategically market activities.
- Encourage new construction projects to accommodate space for creative programming in building developments as an alternative to mitigation fees.
- Encourage existing building owners to

upgrade buildings without displacing existing communities of artists.

• Workspaces

AC+T, in collaboration with the Department of Planning and Development, will continue to encourage private and public development and redevelopment of creative workspaces.

- Continue to support nonprofit efforts to provide workspaces for artists.
- Recognize artist work-only studios as “jobs” to ensure they can be located in areas designated as “Jobs Districts” in future land use planning.

• Live/work spaces

The City will work with housing organizations to encourage more development of mixed-use live/work spaces where artists may live and work in community.

- Continue to support developments in which artists have equity in their property so they are not forced out as property values inevitably increase.
- The City and one or more cooperating banks will develop a program that encourages artists to occupy, rehab, and own vacant buildings and foreclosed homes (as done through Paducah Kentucky’s Artist Relocation Program).
- Encourage development of a range of mixed income spaces for different life stages.
- AC+T will continue to encourage public policies that provide affordable housing for creative workers.

STRATEGIES TO CREATE CONDITIONS FOR CREATIVE WORKERS TO THRIVE IN PROVIDENCE

- Link eligible creative workers with low- and middle-income housing services and advocacy organizations.
- AC+T collaborates with Department of Planning and Development to promote opportunities to artists for existing owner-occupied housing programs through the city (e.g., foreclosures).
- The creative sector will advocate for New Market and historic tax credits.

• Alternative spaces

Continue to encourage building owners to accommodate temporary creative programming in vacant, transitional, or under-used spaces (as the Providence Foundation does with the Providence Art Windows programming).

- Revive or repurpose now defunct Sustainable Artist Space Initiative, a collaborative effort between RI Citizens for the Arts, RISCA, the Housing Network of Rhode Island, and advocates.
- Coordinate opportunities for artists to work in residence in communities, public schools, higher education institutions, and corporations.

VENUES

City initiatives, private galleries, and artist-driven ventures continue to encourage the development of a diverse mix of educational and nonprofit institutional venues to show and sell artists' work, providing opportunities for artists to engage audiences at multiple levels.

• Public gallery

Create a public gallery as a showcase for craft workers.

• Music venues

Encourage development of live music venues.

• Programs

Create programs for local businesses and individuals to buy and show the work of local artists.



STRATEGIES TO CREATE CONDITIONS FOR CREATIVE WORKERS TO THRIVE IN PROVIDENCE

CREATIVE COMMUNITY

Facilitate connections among creative workers and across other sectors.

- **Leadership**

Cultivate individual artist leaders by encouraging participation in leadership opportunities such as serving the City Plan Commission, Providence Economic Development Partnership, Providence Tourism Council, Zoning Board of Review, Providence School Board, and the Board of Park Commissioners and business development events, annual meetings, and conferences sponsored by other sectors.

- **Networking**

Stimulate the development of a more formal artist network by creating additional social networking opportunities online and face-to-face.

- **Business cooperative**

AC+T will educate and inform artists about the benefits associated with shared ownership in a business cooperative to help streamline backend services like finance and data base management, to develop collaborative marketing, and to access group buying options.

- **Creative gatherings**

AC+T and partners organize a periodic gathering of creative workers.

- Plan a biennial arts conference.

- **Health**

The City will make information available to Providence artists about healthcare access through artist advocacy programs like Leveraging Investments in Creativity.

- **Showcase**

The City will showcase and incorporate the work of local artists into the fabric of its activities, including installing artwork in the built environment, the landscape, and at special events.



POLICY

The creative sector advocates for, and practices public policies and attitudes that value and respect creative workers as professionals.

- **Artists are professionals**

AC+T continues to advocate that artists are individual workers and must be compensated fairly for their services.

- **Legislation**

Explore options to strengthen arts districts legislation.

GOAL: Raise public awareness of the creative sector

Strengthen marketing, advocacy, and tourism to increase participation and engagement.

The cultural plan intends to leverage the city's arts, culture, and creative assets to secure strong and consistent support for creative industries from area businesses, government, civic organizations, and the public. The Americans for the Arts 2007 *Arts & Economic Prosperity III* study documented that nonprofit arts and culture organizations in Providence generate \$111.81 million in local economic activity. Economists have long recognized that the cost of cultural programming nearly always exceed earned revenues. Public benefits require public support. The challenge for the cultural plan is to more effectively communicate the powerful impact of these critical community benefits.

MARKETING:

Providence is home to world-class higher education institutions, a growing knowledge economy, preeminent cultural institutions, many high-quality artists and designers, creative businesses, and creative workers. Performances, museums, festivals, and events draw a regional audience. Many people view the City's new branding efforts — in which Providence claims the title *The Creative Capital* — as an authentic reflection of its identity as a creative and cultural center.

ADVOCACY:

An advocacy campaign promotes, supports, and defends arts-related issues that are important and about which the general public, the media, and elected officials should be informed.

CULTURAL TOURISM:

One cannot mistake Providence for somewhere else. Providence is fortunate that it need not invent an identity for itself like many American cities are forced to do. The city's historic landscape, restaurants, niche tourism markets, and thriving art scene attract a diverse range of visitors from near and far to the city. Cultural facilities and programs have been significant catalysts to downtown revitalization.

OUTCOMES OF CULTURAL PLANNING

- Employ consistent messaging to market cultural attractions to visitors and residents.
- Residents and visitors will easily locate the city's arts, culture, and creativity with coordinated information, calendars, ticketing, and links to events and opportunities.
- Links with tourism, the hospitality industry, cultural organizations, and events will be strengthened.
- The creative sector will be recognized as central to the City's quality of life, attractiveness to business and investment, and returning prosperity.
- There will be a clear process for the creative sector to post information about their work on a central online data portal.

STRATEGIES TO RAISE PUBLIC AWARENESS OF THE CREATIVE SECTOR

MESSAGING

Create consistent messaging to more effectively market Providence's cultural resources to visitors and residents.

- **Providence, The Creative Capital**

The City builds and implements the *Creative Capital* campaign to help promote Providence's arts, culture, and creativity.

- **Arts Investment Task Force**

The City of Providence's Arts Investment Task Force completes its mission and introduces the results of that work to develop a robust messaging campaign about the importance of arts, culture, and creativity in Providence.

- **Local ownership**

Develop a *My Creative Capital* message and campaign to help residents feel a sense of ownership of the city's arts, culture, and heritage.

- **Spanish messages**

Integrate messages in Spanish and use multiethnic images in City branding and promotions.

- The Arts & Business Council of Rhode Island will coordinate with RISCA on ways to integrate the comprehensive ticketing system currently in development.

- **RSS feed**

Search and collect information from multiple web sites and news agencies to provide the public with a central location for content about arts, culture, and tourism.

- **AC+T e-news**

AC+T continues to distribute an e-newsletter.

- Explore media partnerships with ethnic newspapers to develop a paper version of AC+T e-news in different languages.
- Partner with local telecommunications providers to investigate Internet penetration throughout the City.

- **Personalized calendar**

Create a central calendar that users can tag, personalize, and select content via email alerts or RSS feeds.

CENTRAL INFORMATION PORTAL

Create an information portal with linked cultural calendars and directories.

- **Tourism calendar**

The Rhode Island State Council on the Arts (RISCA) will continue to develop a Web site in collaboration with the Rhode Island Department of Tourism with links to a calendar of events and information about the creative sector.

- AC+T will coordinate efforts to build the *Creative Capital* Web site with these efforts.

CROSS-MARKETING

The City of Providence, Providence/Warwick Convention & Visitor's Bureau, and the Providence Tourism Council will continue to develop strong partnerships and more robust cross-marketing and bundling of events and services among arts and cultural organizations and the city's cultural providers, hotels, and restaurants.

- **Providence Tomorrow**

Future efforts will include the branding, aligned event calendars, increased visibility for the visitor's center, improved signage, and new tourism products.

STRATEGIES TO RAISE PUBLIC AWARENESS OF THE CREATIVE SECTOR

- **Hospitality training**

Provide coordinated marketing and capacity building training targeted to the hospitality industry on topics of joint interest such as creating hotel packages, pre-theater dining opportunities, and others.

- Coordinate efforts with the goals of the Providence Hospitality Resource Partnership.

- **Link with niche tourism markets**

Continue to develop links between cultural and other targeted marketing efforts as interests often overlap.

- **Regional marketing**

Develop strategies for regional marketing based on the Arts & Business Council of Rhode Island's regional market research.

- **Kiosks**

Establish strategically placed bulletin boards (printed and/or electronic) to promote cultural tourism.

- **Coordinated events**

Encourage the creative sector to coordinate events and marketing, such as gallery owners have organized for Gallery Night programming, to increase tourism and quality of life.

COORDINATED ADVOCACY

Rhode Island Citizens for the Arts coordinates statewide advocacy to enhance appreciation of the value of arts and culture. The *Creative Providence* cultural plan endorses their 2009-2014 Policy Agenda:

- **Economic impact**

Increase public recognition of the arts' role in the economy and build support measures through the governor, legislature, and planning and economic development offices.

- **Community impact**

Increase recognition of the arts' role in improving communities.

- **State investment**

Increase the state's overall financial investment in the arts.

SECTOR CAPACITY

Strengthen the ability of artists and arts organizations to fulfill their missions.

VISIBILITY

Look for ways to make cultural organization's impact literally more visible on the streets of Providence.

- **Partnerships**

Partner with merchant associations, RIPTA, and other agencies in making streetscape improvements that showcase the city's arts, culture, and creativity.

FUNDING

AC+T will work with elected officials, RI Citizens for the Arts, foundations, and individual cultural organizations to cultivate sustained public and private sources of funding and cultural organization's capacity to raise operating and programming funds.

- **Increased appropriations to AC+T**

The City allocates increased funding to AC+T for granting and operations.

- **Training**

Encourage and train the creative sector to strengthen their appeals to individual donors through cultivation of major donors, the next generation of philanthropists (who want to be engaged with projects), and broad, grass roots appeals.

Creative Providence Acknowledgements

Cultural Plan Launch September 24, 2008 Renaissance Providence Hotel

David N. Cicilline, Mayor	Anthony Johnson	Kristin Street
Kristin Adamo	Elizabeth Keithline	Caitlin Strokosch
Rebecca Allen	Daniel Kertzner	Nina Tegu
Mary-Kim Arnold	Jori Ketten	Mary Tinti
Onega Astaltsova	Heather Kiely	Patricia Troclair
Nick Bauta	Donald King	Kathleen Tucker Pavlakis
Mercedes Bernal	Lisa LaDew	Valerie Tutson
Christina Bevilacqua	Cynthia Langlykke	Edward Twyman
George Born	Frank LaTorre	Jermaine Whitehead
Heidi Born	Matthew Lawrence	Barbara Wong
Erik Bright	Mary Lovejoy	Clifford Wood
Margie Butler	Joan Lusk	Sarah Zurier
Elena Calderon-Patino	Jennifer Marrapese	Toots Zynsky
Tree Callahan	Xander Marro	
Lisa Carnevale	George Marshall	
Demetria Carr	Tonia Mason	
Carolyn Castro	Mary Anne Mayer	
Alan Chille	Lillian McGee	
Ethan Colaiaice	Marla McLaughlin	
Umberto Crenca	Allison McMillan	
Bronwyn Dannenfels	Tony Mendez	
Donald Deignan	Lisa Miller	
Thomas Deller	Laura Mullen	
Robert DeRobbio	Jack Mulvena	
Josephine DiRuzzo	Haley O' Connor	
Mihailo Djuric	Richardson Ogidan	
Deb Dormody	Kevin Olson	
Craig Dreeszen	Ken Orenstein	
Michal Ducharme	Linda Painter	
Barnaby Evans	Drake Patten	
Aida Fernandez	Elizabeth Pemmerl	
Barbara Fields	Lydia Perez	
Richard Fishman	Kathleen Pletcher	
Bernard Fishman	Natalie Purkey	
Mark Fleisher	Amy Rainone	
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Everett Hoag	Helene Scheff	
Peter Hocking	Anna Shapiro	
Anne Huntington	Dave Sharp	
Bill Hutchinson	Frank Shea	
Eddie Iannone	Adam Short	
Steve Isherwood	Bill Shuey	
Rich Jaffe	Lynn Singleton	

Cultural Assessment Interviews

Interviewer: Craig Dreeszen, Dreeszen & Associates

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Leticia Carter
Kim and Liz Chace
Joseph Chazan
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Sr. Ann Keefe
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Tony Maione
Kathy O'Donnell
Merrill Sherman
Bill Simons
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Paul Sproll
Neil Steinberg
Laurie White

Focus Groups Participation List

Pablo Alvarez	Reza Clifton
Jane Androski	Liz Collins
Tom Aquino	Pat Conley
Amy Barlow	Serena Conley
Deborah Baum	Susan Connery
Jonathan Bell	Jean Cozzens
Chris Belleau	Donna Cupelo
Rick Benjamin	Jim Darce
Mike Bernier	Mary Darcey
Indigo Bethea	Stanley DeAngelis
Christina Bevilacqua	Don Deignan
Romeo Blouin	Thom Deller
April Brown	Chira DelSesto
Emily Brown	Aram Deramdoorian
Grace Brown	Tamara Diaz
Zac Bruner	Maggie Dooley
Morgan Calderini	Ginny Dunleavy
Elena Calderon-Patino	Barry Eager
Mitch Capel	Barnaby Evans
Alma Carillo	Caitlin Fisher
Quentin Chafee	Jamale Fisher
Chris Chabot	Richard Fishman
Nate Chartier	Gerry Fitta
Minna Choi	Arthur Fixler
Rita Cidre	Kate Flanders
Robert Cleasby	Stephanie Fortunato
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Creative Providence Acknowledgements

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Richard Goulis	Bob McKenna	Doris Stephens
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Megan Hall	Sarah Meyer	Miranda Summers
Seth Handy	Kiri Miller	Arley-Rose Torsone
Francisco Hernandez	Matt Montgomery	Judith Tannebaum
Ciriaco P. Herrero	Leo Morales	Raymond L.Tetrault
Zeljka Himbele	Pat Moriarty	Shaunne N. Thomas
Peter Hocking	Don Morton	Laurie Tierno
Gerilyn Hoffman	Paula Muggleton	Sidney Tillett
Mark Hogan	Carlos "Fausto" Munguia	Mary Tinti
Alyssa Holland Short	Leah Namihas	Lou Tomasso
Liz Hollander	Ronnie Newman	Jose Torrealba
Bobby Husband	Dr. Nirschel	Jeff Toste
Ghislaine Jean-Mahone	Dana Nugent	Meghan Townes
Kathy Jellison	Lawrence Nunes	Jason Tranchida
Herb Jeschke	Paul O'Donnell	Maria Truppa
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Christopher Johnson	Ken Orenstein	Jorge Urea
Hilary Jones	David Ortiz	Emily Ustach
Dorothy Jungels	Domenick Panzarella	Anne Valk
Cheryl Kaminsky	Marcia Pena	Eberhard von Heyden
Shelly Katsh	Steven Pennell	Kik Williams
Rick Keller	Carol Ann Penney	Emily Wingfield
Dan Kelley	Gene Perry	Shirley Winslow
Sarah Kern	Arides Pichardo	Jim Wolpaw
Jori Ketten	Kim Polson	Barbara Wong
Pam Kimmel	Alicia Preza	Liliane Wong
Jennifer Klemmer	Jeremy Radtke	Michaela Colette Zacchilli
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Scott Lapham	Munir Rihani	
Clarice LaVerne Thompson	Phil Ritchie	
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Matthew Lawrence	Sebastian Ruth	
Pam Lawrence	Susan Sakash	
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Michelle LeBrun	Joel Santos	
Elizabeth Manekin	Aliza Schiff	
Jon Mahone	Anna Shapiro	
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Mariani Lefas-Tetenes	Duane Schock	
Jennifer Marrapese	Chelsea Shriver	
Adrienne Marshall	Ida Schmulowitz	

Community Forum The Creative Ecosystem Rhode Island Convention Center October 7, 2008

Facilitator: Robert Leaver, New Commons

Kristin Adamo	Silent Lotus
Tony Aguilar	Ketsia Louis
Nick Bauta	Joseph MacDonald
Christina Bevilacqua	Ponce Magaly
Magali Boutiot	Darren Marinelli
Margie Butler	Xander Marro
Tree Callahan	Paula Martiesian
Lisa Carnevale	Allison Maxell
Demetria Carr	Jarrett McPhee
Catherine Carr Kelly	Wanda Miglus
Chris Chabot	Lisa Miller
Paul Clancy	Mercedes Monteiro
James Clements	Matt Montgomery
Umberto Crenca	Laura Mullen
Jay Critchley	Frank Mullin
Meredith Cutler	Kathleen Pletcher
Thomas D'Amore	Anisa Raoof
Loriana De Crescenzo	Holly Ratafia
Ruth Dealy	Munir Risani
Claudia DeCesare	Mike Ritz
Thomas Deller	Randall Rosenbaum
Craig Dreeszen	Sebastian Ruth
Jason Eckenroth	Natasha Sperdutti-Brooks
Barnaby Evans	Neil Schriever
David Everett	Anna Shapiro
Bernard Fishman	Dave Sharp
A.G. Gertsacov	Anna Shea
Vanessa Gilbert	Rebecca Siemering
Charles Hewitt	Michael Stoddard
Peter Hocking	Caitlin Strokosch
Christopher Johnson	John Taraborelli
Elizabeth Keithline	Mary Tinti
Daniel Kertzner	Jose Torrealba
Marc Kohler	Jason Tranchida
Lisa Kuffner	Valerie Tutson
Steve Kumins	Okechukwu Umezuruike
Lisa LaDew	Karen Usas
Frank LaTorre	Annie Valk
Matthew Lawrence	Victoria Veh
Robert Leaver	
Nancy Lloyd	

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Community Forum The Creative Ecosystem II Roger Williams Park Casino November 18, 2008

Facilitator: Robert Leaver, New Commons

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Adam Short
Alissa Holand Sharp
Caitlin Strokosch
Valerie Talmage
Mary Tinti
Erin I. Williams
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John Zib

Senator Claiborne Pell Lecture on Arts + Humanities The Hotel Providence March 3, 2009

Lecturer: Jeremy Nowak, President and CEO, The Reinvestment Fund

David N. Cicilline, Mayor	Jim DeRentis	Gillian Kiley	Russ Ricci
Tony Aguilar	Donna DeViasio	Donald King	Donald Richardson
Tom Anderson	Linda Dewing	Neil Klein	Benito Rios
Andy Andujar	Tyler Dobrowsky	Jacquelyn Kung	Andrew Rock
Luis A. Aponte	Noah Dorius	Lisa LaDew	Nancy Safian
Jshaun Baptista	Gretchen Dow Simpson	Kathryn Larsen	Susan Sakash
Dan Baudouin	Craig Dreeszen	Martha Lavieri	Micah Salkind
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Christina Bevilacqua	Lori Erbes	Robert Leaver	Rebecca Seimerring
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Doris Blanchard	Deeay Flahko	Susan Mara	Josh Silverman
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Kathleen Bower	John Gallagher	Emily Martineau	Vivian Spencer
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April Brown	A.G. Gertsacov	Peter Mc Clure	Sam Steinberg
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Margie Butler	Vanessa Gilbert	Miriam McRobb	Joyce Stevos
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Dan Cahill	Francisco Gonzalez	Matt Montgomery	Allan Tead
Elena Calderon-Patino	Ann Gooding	Xander Morro	Leticia Tejada
Tree Callahan	Mary Gray	David Mullen	Jack Templin
Nikki Carara	Alanna Greenwald	Laura Mullen	Patricia Tonnessen
Lisa Carnevale	Bekah Greenwald	Leah Nahmais	Jose Torrealba
Laural Casey	Larson Gunness	Deirdre Newbold	Valerie Tutson
Johnnie Chace	Lee Guscafson	Joe Newsome	Kirby Vasquez
Beth Charlebois	Lisa Guscafson	Jef Nickerson	Alexander Werth
John Chiafolo	Peter Hocking	Stephanie Nitka	Clifford Wood
Erik Choissy	Elizabeth Hollander	Jack Nolan	Theresa Woodmansee
Shawn Anthony Christien	Bill Hollinshead	Pat Nolan	Jason Yoon
James Clements	Marry Hollinshead	Carol Nunez	Toots Zynsky
Deborah Clemons	Diane Horton	Julie O'Connell	
Ethan Colaiace	Jon Howard	Richardson Ogidan	
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Susann Connery	Darryl Jett	Beatriz Oliveira	
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Pat Crowley	Laura Johnston	Flannery Patten	
Loriana De Crescenzo	Janice Lee Kelly	Clay Pell	
Thomas Deller	Pam Kennedy	Jane Preston	
Gary Delponte	Daniel Kertzner	Kevin Purdy	
Melba DePena	Jori Ketten	Carla Ricci	

Creative Providence Acknowledgements Cultural Planning Studios

Foster Resilient Cultural Organizations March 4, 2009 Providence Performing Arts Center

Facilitator: New Commons

Moderator: Craig Dreeszen, Dreszen & Associates

Panelists: David Beauchesne, Rhode Island

Philharmonic Orchestra & Music School

Michael Gennaro, Trinity Repertory Company

Participants:

Hope Alswang

Christina Bevilacqua

Peter Bramante

Margie Butler

Tree Callahan

Shawn Anthony Christien

Lori Erbes

Barnaby Evans

Vanessa Gilbert

Francisco Gonzalez

Danielle Kemsley

Daniel Kertzner

Andrew Losowsky

Xander Marro

Wanda Miglus

Drake Patten

Seth Ressler

John Zib

Infuse the Economy with Creativity March 4, 2009 Durkee, Brown, Viveiros & Werenfels Architects

Facilitator: New Commons

Moderator: Charlie Cannon, LOCAL/risd

Panelists: Rebecca Blunk, N.E. Foundation for the Arts

Meri Jenkins, Massachusetts Cultural Council

Jack Templin, RI NEXUS/Providence Geeks

Participants:

Nick Bauta

Karen Bebe

Amy Bernhardt

Christina Bevilacqua

Mark Bevington

Peter Bramante

Lisa Carnevale

James Calenza

Aarin Clemons

Manuel Cordero

Jim DeRentis

Deb Dormody

Craig Dreeszen

Damiam Ewens

Carolyn Fahm

Wayne Franklin

Linda Gillis

Francisco Gonzalez

Daniel Kertzner

Ben McOsker

Andrew Panciotti

Holly Ratafia

Anna Shea

Josh Silverman

Elaine Smollin

Valeria Tutson

Jeremy Withers

Create Conditions for Creative Individuals to Thrive in Providence March 9, 2009 The Dirt Palace

Facilitator: New Commons

Moderator: Robert Leaver, New Commons

Panelists: Louisa McCall, consultant and Artists in
Context Fund

Caitlin Strokosch, Alliance of Artists
Communities

Participants:

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Mark Binder

Natasha Brooks Sperduti

Jim Brown

Morgan Calderini

Brian Chippendale

Aarin Clemons

Christina DiChiero

Deb Dormody

David Everett

Elena Gonzalez

Bekah Greenwald

Larson Gunness

Deb Hickey

Yasmin Kuhn

Andrew Losowsky

Xander Marro

Wanda Miglus

Laura Mullen

Dave Ortiz

Susan Sakash

John Speck

Arley Rose Torson

Pippi Zornoza

Increase Community Access and Cultural Participation March 12, 2009 The DaVinci Center

Facilitator: New Commons

Moderators: Daniel Kertzner, Rhode Island Foundation
Marta V. Martínez, RI Latino Oral History
Project/Hispanic Heritage Committee RI

Panelists: Ricardo Barreto, UrbanArts Institute
Christopher Johnson, artist/educator

Participants:

Morris Akinfolarin

Tom Anderson

Linda A'vant-Deishini

Mercedes Bernal

Alyn Carlson

Paul Clancy

Lori Erbes

Holly Ewald

Crystal Gardiner

Elena Gonzalez

Bekah Greenwald

Elizabeth Hollander

Kathleen McAreavey

Wanda Miglus

Munir Mohammed

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Marry Smith

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Creative Providence Acknowledgements

Cultural Planning Studio Raise Public Awareness of Arts and Humanities March 17, 2009 International Institute of Rhode Island

Facilitator: New Commons

Moderator: Deborah Obalil, Obalil & Associates

Panelists: Matt Montgomery, RISD Museum of Art

John T. Longo, attorney-at-law

Participants:

Tom Anderson	Julia Lazarus
Rachael Binning	Karen Marshall
Peter Bramate	Wanda Miglus
Margie Butler	Munir Mohammed
Tree Callahan	Laura Mullen
Shawn Anthony Christien	KZ Nunn
Sam Costello	Kathleen Pletcher
Meredith Cutler	Richardson Dgidau
Lori Erbes	Alice Roher
Sarah Ganz Blyth	Robert Seay
Risa Gilpin	Anna Shea
Cheryl Kaminsky	Russ Smith
Danielle Kemsley	Susanne Stahley
Keri King	Jose Torrealba

Cultural Planning Studio Inspire Lifelong Creative Learning March 24, 2009 New Urban Arts

Facilitator: New Commons

Moderator: Tehani Collazo, Brown University
Department of Education

Panelists: Maryellen Butke, The Met School

Dennie Palmer Wolf, Brown University

Jason Yoon, New Urban Arts

Participants:

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Alisa Aronson	Michelle LeBrun
David Beauchesne	Joseph Maurer
Amy Bernhardt	Kathleen McAreavey
Sherry Brown	Nora Meah
Siobhan Callahan	Sarah Meyer
Lisa Carnevale	Jenny Peek
Alma Carrillo	Jeremy Radtke
Jeannine Chartier	Carla Ricci
Sam Costello	Liz Richardson
Ann Cutjer	Alice Roher
Tyler Dobrowsky	Sebastian Ruth
Cary Donaldson	Nancy Safian
Patrick Duhon	Susan Sakash
Lori Erbes	Josh Silverman
Adrienne Gogon	Elaine Smollin
Francisco Gonzalez	Susanne Stahley
Peter Hocking	Nick Vockenrodt
Daniel Kertzner	Toots Zynsky
Stanley Kuziel	

Bibliography

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Americans for the Arts, Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and their Audiences in the City of Providence, RI (2007).

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Randall Rosenbaum, Rhode Island State Council on the Arts
William Shuey, International Institute of Rhode Island
Jack Templin, RI Nexus/Providence Geeks
Martina Windels, Martina & Company
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Anna Shea, Firehouse 13
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Jason Yoon, New Urban Arts
Berge Ara Zobian, Gallery Z



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