

OFFICE OF LT. GOVERNOR MITCHELL J. LANDRIEU
Department of Culture, Recreation and Tourism

**Louisiana:
Where Culture
Means Business**

A Strategic Plan for
Louisiana's Cultural Economy
By Mt. Auburn Associates

Executive Summary
February 2, 2007

Louisiana has an economic asset that other states can only dream of: a deeply-rooted, authentic culture. In 2004, we launched the Cultural Economy Initiative to best to use that asset. With this initiative, we aimed to improve the lives of Louisiana citizens and grow clean jobs through Louisiana's music, food, film, architecture, art and other cultural industries.

The Cultural Economy Initiative's first public expression was a conference held in December 2004 in New Orleans, where more than 1,100 cultural leaders from across the state gathered. The conference was vibrant - filled with artists, chefs, musicians, designers, architects, preservationists, academics, entrepreneurs, and government leaders. At this historic two-day event, attendees broke into work group sessions, outlining the opportunities and challenges associated with developing a business infrastructure in specific cultural industries.

As the next milestone, the National Endowment for the Arts helped fund a study of Louisiana's potential to develop its cultural economy. Over a ten-month period, expert economists at Mt. Auburn Associates researched the groundbreaking report, *Louisiana: Where Culture Mean Business*. This landmark study was unveiled at the Cultural Economy Summit II, in August of 2005, literally just four days before Hurricane Katrina made landfall.

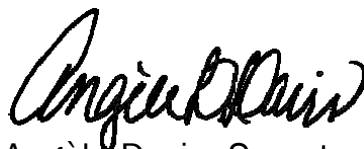
Attendees of this vibrant summit learned from researchers that Louisiana's culture economy accounted for 144,000 jobs or 7.6% of the employment base, and cultural industries were the fastest growing in the state's economy. In a state so accustomed to being at the top of the bad lists and the bottom of the good lists, attendees learned that they were taking the national lead in cultural economic development.

Participants left the conference energized - armed with action plans to grow cultural industries. A few days later, Hurricane Katrina struck, and soon after Hurricane Rita wreaked havoc in Southwest Louisiana. A people, a culture and a place were altered unbelievably.

As Louisiana rebuilds post hurricanes Katrina and Rita, the Cultural Economy Initiative is more relevant and important than it has ever been. This Executive Summary of *Louisiana: Where Culture Means Business* remains a landmark document critical to the recovery and ongoing development of the cultural economy of our state. Louisianans have an unprecedented opportunity to rebuild, and the Cultural Economy Initiative will help drive our economic and social rebirth.



Lt. Governor Mitchell J. Landrieu



Angèle Davis, Secretary
Department of Culture, Recreation & Tourism

Louisiana's Cultural Economy

WHEN HURRICANES KATRINA AND RITA struck New Orleans, the Louisiana coastline and the neighboring communities and states along the Gulf Coast in 2005, it changed our world in dramatic ways.

Images of New Orleans under water, people huddled on rooftops, and citizens desperately seeking shelter at the Superdome and the Convention Center will always linger in our memory, much like a mournful lament by musicians at the beginning of a funeral march.

As New Orleans and many parts of Louisiana rebuild, the state's cultural economy can serve as a unifying force for future investment and economic growth. This strategic plan **defines Louisiana's cultural economy** as: the people, enterprises and communities that transform cultural skills, knowledge and ideas into economically productive goods, services and places. It includes culinary arts, design, entertainment, literary arts and humanities, preservation, and visual arts and crafts.

“For too long, we have separated art and culture from what the business community calls economic development,” said Lieutenant Governor Mitchell J. Landrieu, addressing a statewide meeting in 2004 of the Cultural Economy Initiative Conference. By doing so, he continued, “We are under-utilizing our natural assets and raw talents, and we are limiting our own potential to create more jobs and growth. We must move our state forward by capitalizing on these important assets.”

Louisiana's cultural economy is a sustainable, natural resource that cannot be outsourced. Its authenticity is a competitive advantage. The sector is populated by artists, arts institutions, and innovative small businesses. It enjoys a high degree of self-employment, yet its products and services can thrive in the global marketplace.

It encompasses many of the attributes of a 21st century innovation economy – quality of life, revitalization of neighborhoods, a magnet for young talent and young entrepreneurs, creation of high-paying jobs, and project-based networks that promote diversity in workforce and new job creation.

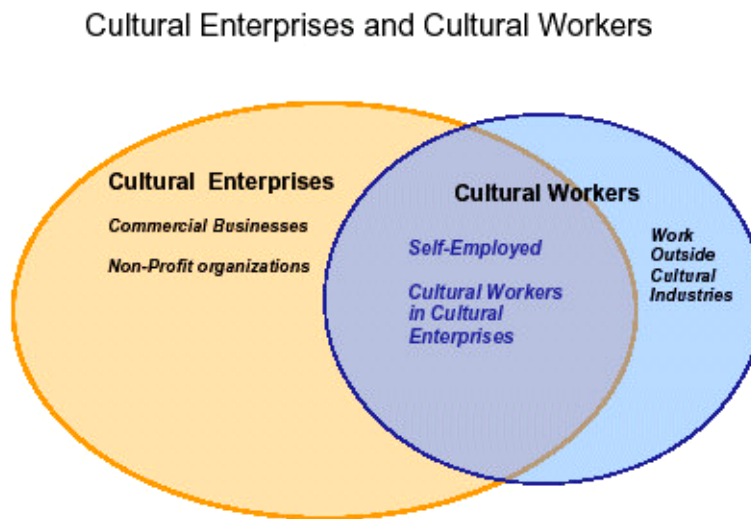
This report is a way to harness these potent, creative forces into a unified vision for economic growth. “Louisiana: Where Culture Means Business” is a road map to greater prosperity; it is a call to action detailing how to grow the economic engine that is the state's cultural economy.

How do we quantify the importance of Louisiana's Cultural Economy?

THE TWO PRINCIPAL WAYS to measure the cultural economy are by analyzing its cultural enterprises (the employer base), and by analyzing its cultural workforce (the occupational base).

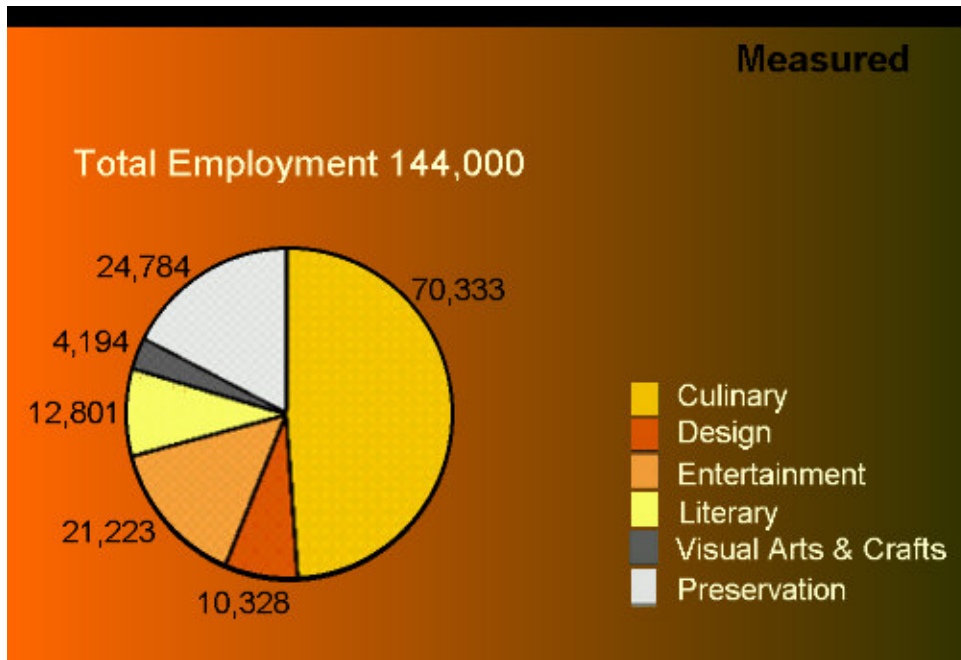
Cultural enterprises are involved in the creation, production and/or distribution of goods and services. They include commercial businesses, not-for-profit organizations and self-employed individuals working as sole proprietorships.

Cultural workforce looks at workers rather than employers, focusing on those members of Louisiana's workforce who possess "culturally" defined occupations or skills.



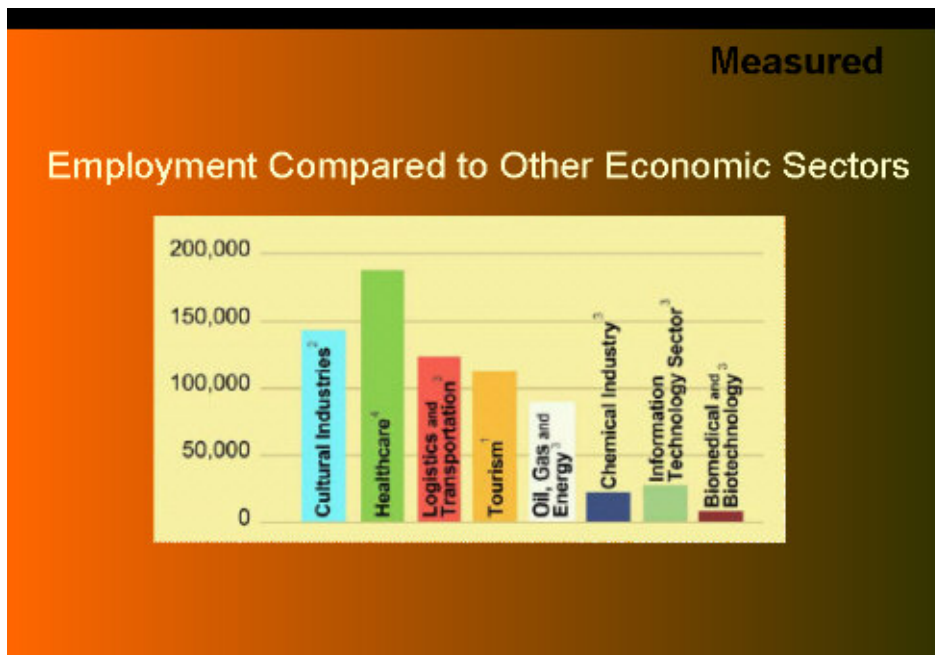
Louisiana's Cultural Enterprises

Louisiana's cultural enterprises are a major employment engine for the state's economy. They provide nearly 144,000 jobs, accounting for 7.6 percent of Louisiana's employment. They are also growing significantly faster than the economy at large, especially in the emerging entertainment industries.

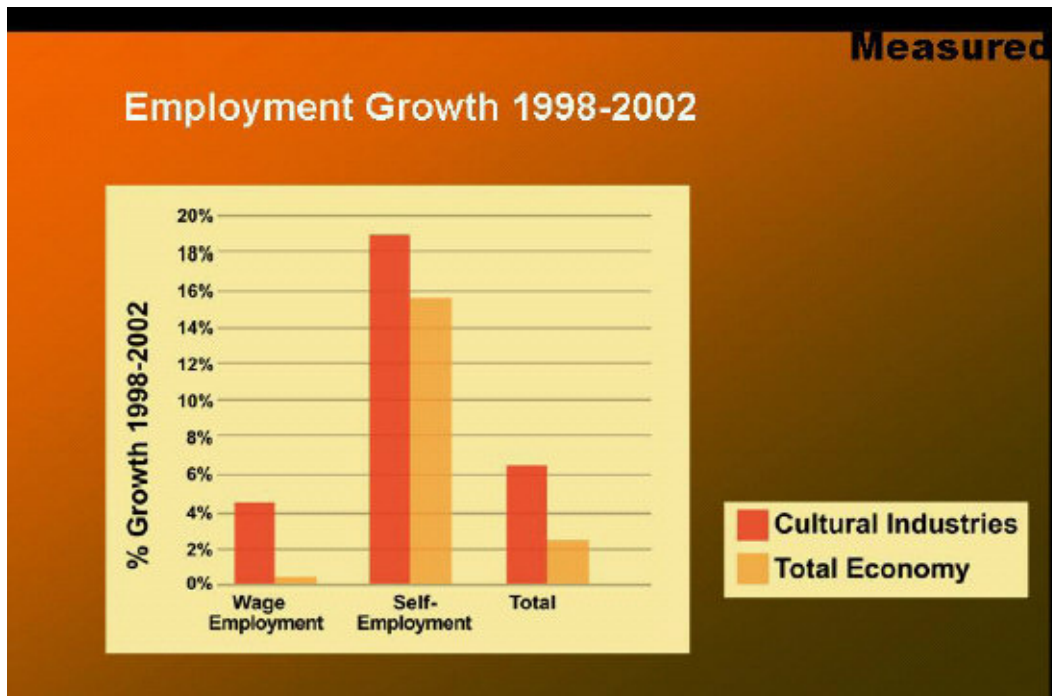


The Louisiana's cultural enterprise sector is one of the largest.

Using industry data supplied by the Louisiana Department of Labor and the Department of Culture, Recreation and Tourism, cultural enterprises are second to the state's healthcare sector.



Not only is Louisiana's cultural economy very large, it is generating new employment opportunities for Louisiana residents at a faster rate than the state's economy as a whole. Between 1998 and 2002, total cultural-related employment grew by 6.3 percent, compared to a total statewide employment growth of only 2.3 percent.



Louisiana's Cultural Workforce

At the core of Louisiana's cultural economy is its talent pool. The cultural workforce in Louisiana can be grouped in three categories: Originators and interpreters; technicians; and educators.

- The originators and interpreters include the creative talent in Louisiana – musicians, dancers, choreographers, writers, graphic artists, fine artists, film and theatrical directors, photographers, fashion designers, interior designers, architects, and conservators. They form the foundation of the state's cultural economy.
- Technicians, individuals with technical skills, include occupations such as broadcasting and sound engineers, camera operators, film and video editors, library and museum technicians, and technical writers.
- Educators include primary and secondary school art and music teachers, individual art, dance and music instructors, and faculty in the arts and humanities in the Louisiana's colleges and universities. Many cultural workers earn most of their income from teaching the next generation of cultural talent.

**Table 2.5:
Cultural Occupations: Self-Employment**

	Self-Employed Primary Job	Self-Employed Secondary Job	Total Self-Employment
Writers and Authors	57.90%	10.00%	67.90%
Fine Artists	49.00%	6.40%	55.40%
Multi-media Artists and Animators	47.30%	6.20%	53.50%
Photographers	41.40%	11.10%	52.50%
Music Directors and Composers	26.90%	12.50%	39.40%
Musicians and Singers	26.20%	12.20%	38.40%
Interior Designers	25.30%	6.90%	32.20%
Graphic Designers	25.00%	6.80%	31.80%
Carpenters	27.70%	2.00%	29.70%
Landscape Architects	18.80%	4.60%	23.40%
Dancers	19.30%		19.30%
Actors	15.50%	2.00%	17.50%
Chefs and Head Cooks	6.70%	1.00%	7.70%
Bakers	5.50%	1.00%	6.50%
Architects	17.20%	4.20%	21.40%

Source: U.S. Bureau of Labor Statistics Industry-Occupation Matrix

While much has been documented about the low wages in cultural occupations, there are many occupations, particularly in the technical area, that provide relatively highly skilled, high-paying jobs, with wage rates above the state average. The role of labor unions here is very important, providing training and certification for their members, particularly for skilled positions in the media and film segments of Louisiana's cultural economy.

Table 2.6:
Salaried Wage Estimates: May 2004**

	# of Wage Employees	Median Hourly Wage	Mean Annual Wage
Art, Drama, and Music Teachers Post Secondary	250	NA	\$ 46,240
History Teachers Post Secondary	170	NA	\$ 45,860
English Language and Literature Teachers, Post Secondary	290	NA	\$ 40,780
Agents and Business Managers for Artists, Performers & Athletes	100	\$ 37.03	\$ 82,460
Commercial and Industrial Designers	560	\$ 26.19	\$ 56,880
Other Media and Communication Workers	80	\$ 25.36	\$ 53,700
Landscape Architects	250	\$ 24.08	\$ 50,880
Architects	820	\$ 24.05	\$ 53,670
Technical Writers	120	\$ 20.62	\$ 46,750
Editors	740	\$ 20.00	\$ 42,430
Art Directors	120	\$ 19.42	\$ 42,860
Librarians	2,510	\$ 19.28	\$ 39,800
Writers and Authors	260	\$ 17.37	\$ 39,470
Multi-Media Artists and Animators	130	\$ 16.87	\$ 37,260
Producers and Directors	420	\$ 16.03	\$ 38,170
Interior Designers	330	\$ 15.76	\$ 35,250
Musicians and Singers	490	\$ 15.43	NA
Set and Exhibit Designers	170	\$ 15.27	\$ 34,030
Graphic Designers	1,040	\$ 14.31	\$ 31,350
Sound Engineering Technicians	140	\$ 14.29	\$ 32,580
Film and Video Editors	70	\$ 14.25	\$ 41,350
Reporters and Correspondents	650	\$ 13.88	\$ 33,390
Chefs and Head Cooks	2,900	\$ 12.76	\$ 31,000
Fine Artists	60	\$ 12.75	\$ 29,470
Audio-Visual Collections Specialists	40	\$ 12.60	\$ 26,090
All Occupations	1,861,000	\$ 11.82	\$ 31,000
Audio and Video Equipment Technicians	660	\$ 11.45	\$ 25,470
Library Technicians	1,430	\$ 10.48	\$ 22,180
Food Processing Production Workers: Butchers	2,000	\$ 9.60	\$ 20,990
Food Processing Production Workers: Food Batch Makers	680	\$ 9.55	\$ 24,340
Food Processing Production Workers: Cooking Machine Operators	640	\$ 9.53	\$ 20,330
Camera Operators, TV and Motion Picture	210	\$ 9.45	\$ 22,560
Choreographers	130	\$ 8.86	\$ 29,770
Broadcast Technicians	370	\$ 8.80	\$ 20,340
Radio and TV Announcers	550	\$ 8.60	\$ 22,920
Food Processing Production Workers: Bakers	1,670	\$ 8.28	\$ 18,020
Cooks, Restaurant	9,360	\$ 8.27	\$ 17,910
Photographers	860	\$ 7.81	\$ 19,970
Food Processing Production Workers: Food Machine Operators	400	\$ 6.86	\$ 17,580
Dancers	180	\$ 6.75	NA

A Call to Action

LOUISIANA HAS ALWAYS ENJOYED an abundance of culture. But for too long, culture has been regarded as a social amenity rather than a source of economic growth. As culture and creativity are being recognized as essential – and often determining – features of global competitiveness, culture is now taking its well-deserved place at the economic development table. Following are recommendations for strengthening the state’s Cultural Economy.

Cultural Economic Development Strategies and Priorities

I. Support the origination and sustainability of authentic Louisiana culture

Priority: Sustain the Cultural Resource Base

Strategy Objectives

1. Promote learning and appreciation of Louisiana culture
2. Respect and celebrate the social environment that produces Louisiana’s authentic culture

Initial Actions

- a) Support efforts to digitize and put online Louisiana’s historic photographs and documents, and development educational curriculum using new digital resources
- b) Develop a “cultural vistas” publication aimed at children and develop school curriculum using the publication

Priority: Nurture the Talent

Strategic Objectives

1. Increase investments in K-12 arts education, after-school programs, and community-based cultural activities.
2. Bring to scale and replicate apprenticeship and internship programs that introduce youth to cultural occupations
3. Promote career literacy in cultural occupations amongst students, parents and educators.

Initial Actions

- a) Develop cultural career resources and outreach programs targeted at high school students, their parents, teachers and guidance counselors
- b) Replicate successful youth cultural career development programs throughout Louisiana

Priority: Value the Artists

Strategic Objectives

1. Raise the profile and celebrate Louisiana cultural talent
2. Develop operating principles for policies and programs that value content producers and creative talent.

Initial Actions

- a) Convene a task force to explore the appropriate legal framework around intellectual and cultural property rights, and propose legislation that further protects cultural “originators”
- b) Work with local media to further recognize the achievements of Louisiana performers, artists and artisans

Priority: Maintain the Talent Base

Strategic Objectives

1. Engage the expatriate community in the state’s cultural economy
2. Retain skilled cultural talent in the state
3. Attract new cultural talent to the state

Initial Actions

- a) Organize a leadership program with cultural enterprises targeted at college students and graduate students
- b) Develop a directory of out-of-state artists and sponsor events such as “Celebrating Our Own,”

II. Enhance the production capacity for Louisiana Cultural Products

Priority: Build the Technical Workforce

Strategic Objectives

1. Develop industry-driven training programs in sectors of the cultural industries
2. Create a clearinghouse of information on cultural occupations and training resources within Louisiana
3. Further develop vocationally oriented cultural training in the state’s community colleges

Initial Actions

- a) Appoint cultural industry representatives to the regional Workforce Investment Boards and the state’s Task force on Workforce Competitiveness
- b) Develop a specialized crafts education program at one of the state’s more rural community colleges
- c) Increase investment in technical training programs aimed at the film and sound recording industries
- d) Develop a Preservation Trades Skills Alliance to oversee a workforce training initiative

Priority: Create and Grow Cultural Businesses

Strategic Objectives

1. Adopt and apply conventional business support programs and services to cultural entrepreneurs and businesses

2. Develop a more extensive system of business incubators and business assistance services targeted to cultural enterprises
3. Support entrepreneurial networking activities

Initial Actions

- a) Invest in the expansion of cultural-oriented business support programs and incubator facilities targeted to the cultural sector
- b) Sponsor cultural industries training workshops with SBDCs, business developers, bankers and incubator staff
- c) Partner with corporations to create community storefront business centers catering to home-based entrepreneurs

Priority: Enhance the Research and Development Capacity

Strategic Objectives

1. Invest in cultural “centers of excellence.”
2. Develop cultural commercialization and cultural transfer mechanisms modeled on the technology industry.

Initial Actions

- a) Provide support for the state’s Entertainment Technology Centers of Excellence
- b) Develop a cultural transfer office, modeled on the Louisiana Technology Transfer Office

Priority: Increase Private Financing for Cultural Enterprises

Strategic Objectives

1. Educate the financial community about the cultural economy
2. Develop a new risk-finance fund targeted to cultural industries

Initial Actions

- a) Create a \$10 million joint public/private loan fund to support the growth of locally owned commercial enterprises in the cultural sector
- b) Provide training to small cultural entrepreneurs on private financing that would include a certificate of completion
- c) Educate business service providers, as well as private financial institutions, foundations and development agencies, about the specific needs and opportunities of creative enterprises.

Priority: Invest in Facilities

Strategic Objectives

1. Identify and fill gaps in cultural facilities
2. Focus attention of the facility needs of commercial businesses in the cultural industry

Initial Actions

- a) Develop new spoken word venues by creating a “Spoken and Written Word” collaboration between public libraries and the hip-hop poetry community
- b) Provide funding and support for priority cultural economy projects currently in the planning stages
- c) Conduct a near-term assessment of the facilities being used for the film industry.
- d) Create an updated database of the state’s cultural facilities so that strengths and gaps in the facilities’ infrastructure can be better understood.

III. *Expand the Distribution and Markets for Louisiana Cultural Projects*

Priority: Strengthen and Diversify Louisiana’s Brand and Marketing

Strategic Objectives

1. Expand Louisiana’s brand identity beyond New Orleans and music
2. Capitalize on major “gateways” – entry points into the state – as branding and promotional opportunities
3. Leverage the economic potential of special events
4. Support Louisiana “creatives” as cultural ambassadors

Initial Actions

- a) Take steps to receive more global and national recognition for Louisiana’s cultural assets
- b) Appoint Louisiana “cultural ambassadors”
- c) Prioritize efforts to obtain Grammy designation of music categories for significant Louisiana music genres.
- d) Use the New Orleans Convention Center as a major “gateway” for showcasing Louisiana products, and develop a process to encourage it to sell and promote more Louisiana products.
- e) Plan a major event showcasing Louisiana’s literary, film, and music products to coincide with the openings of major films, such as “All the Kings Men.”

Priority: Expand Cultural Markets *Inside* Louisiana

Strategic Objectives

1. Increase in-state purchasing of Louisiana cultural goods and services by Louisiana residents and businesses
2. Enhance the statewide cultural tourism “product”
3. Identify and build upon some niche tourism markets that would be associated with various elements of the state’s cultural economy.

Initial Actions:

- a) Preservation tradesmen should work with the real estate industry to create a Preservation Directory of skilled trades people who could work on private and commercial historic restoration
- b) Create an organized network of working “museums” and cultural production facilities
- c) The hospitality industry should be encouraged to become a more active market for locally produced cultural goods and services
- d) A “Food & Culinary Trail” should be developed within Louisiana
- e) Develop “Learning Vacations” that capitalize on the state’s training capacity in culture

Priority: Expand Cultural Markets *Outside* Louisiana

Strategic Objectives

1. Exploit major tourists events to showcase local talent to incoming buyers and promoters
2. Provide state support for cooperative marketing activities of cultural products at national and international trade shows
3. Organize cultural trade missions and events that promote cultural products in Louisiana
4. Cultivate global linkages with markets that share affinities with Louisiana – Francophone, Caribbean, Acadian, Latin American, and African.
5. Develop cross-marketing opportunities amongst companies producing Louisiana products

Initial Actions

- a) Develop a large annual cultural trade show that showcases the state’s cultural products
- b) Create a state-level international marketing position for promoting Louisiana cultural products and improving product placement
- c) Develop a state fund that supports Louisiana cultural producers to participate in important national trade shows
- d) Louisiana corporations with national distribution networks should be approached as potential partners in cultural exporting efforts

- e) Explore the feasibility of opening a “Louisiana Store” in target markets in New York or Montreal.

IV. Foster the Support System

Priority: Convene Leadership

Strategic Objectives

1. Enlist and engage key stakeholders who bring leadership, expertise and resources to cultural economy development issues
2. Coordinate state policy on cultural development across state agencies

Initial Actions

- a) Continue annual Statewide Cultural Economy convenings like the December 2004 Cultural Economy Conference
- b) Develop a Cultural Cabinet with semi-annual meetings of state agency directors to coordinate policies and programs that impact the cultural economy
- c) Convene the leadership of the state’s colleges and universities to further develop and coordinate their cultural programs and resources

Priority: Build Cultural Networks

Strategic Objectives

1. Develop new networks across cultural industries
2. Develop new networks among commercial businesses, individual artists, and nonprofit organizations within cultural industries

Initial Actions

- a) Support the formation of regional cultural industry councils
- b) Create new networking opportunities in the preservation industry
- c) Organize a Louisiana Food Processors/Producers Association
- d) Support and replicate existing industry associations, such as the Louisiana Independent Music Manufacturers Association, the New Orleans Musician’s Clinic, and the Louisiana Writers’ Foundation
- e) Establish a chapter of the National Academy of Recording Arts and Sciences in Louisiana.

Priority: Expand Resources for the Cultural Economy

Strategic Objectives

1. Further utilize public financing to support cultural economic development
2. Create new sources of seed financing to support cultural economic development

Initial Actions

- a) Secure legislative funding for cultural economic development modeled on the Massachusetts John & Abigail Adams Fund
- b) Develop a foundation collaborative whose mission will be to invest in the state’s cultural economy

Priority: Build Accountability and Trust

Strategic Objectives

1. Ensure opportunities for open dialogue and meaningful engagement in the development and implementation of Cultural Economy initiatives
2. Ensure that staffing, processes, panelists and funding distribution reflect Louisiana’s cultural constituencies

3. Develop benchmarks using quantitative and qualitative indicators to measure the performance of the Cultural Economy Agenda

Action Items

- a) Issue annual progress reports on Louisiana's cultural economy
- b) Conduct formal evaluations of existing cultural economy programs