

Springfield Strategic Plan
Arts, Culture and Tourism
Created 7/16/10 (Revised 11/1/10)

Template A – Vision, Themes, Input, and Inter-relationships

Springfield is a creative community. It has a rich cultural life and deep cultural roots. It is a university town in the heart of the Ozarks that boasts hundreds of arts and cultural attractions from museums and live theatres to galleries and movie screens. Springfield has a strong commitment to education, collaboration and quality of life.

By 2030, Springfield will be recognized for its innovation and creativity – using arts and culture as a catalyst for economic development, quality of life and civic pride all while maintaining Springfield as the cultural hub of the Ozarks. Continuing upon the work from Vision 20/20, the Springfield area is envisioned as a community that fosters accessibility to all the arts and cultural activities for all residents and visitors. This helps to increase civic engagement, cultural understanding and the recognition of the importance arts and cultural organizations play in the ultimate goal of minimizing poverty. It also is envisioned as a community, which supports and sustains arts and cultural assets through public and private funding in order to parallel the growth in other sectors throughout the next 20 years.

Travel and tourism is one of the key industries in Springfield thanks to our proximity to Branson, an impressive lineup of attractions including Bass Pro Shops Outdoor World, excellent sporting facilities, and more than 6,000 hotel rooms within the city limits of Springfield. Considering the City's dependence on sales tax revenue, growing the visitor base is very important to the economic well being of the City of Springfield and the many travel related businesses in the community. Unfortunately, Springfield has lagged behind other competing cities in building an infrastructure to host meetings and conventions, which account for approximately twenty percent of all overnight travel to Springfield. Other cities are also developing sporting facilities and complexes to attract amateur sporting events, another significant source of overnight travel for Springfield. Since convention and sporting facilities typically require public investments, it is important the City of Springfield be proactive in protecting and growing these and other segments of the travel and tourism industry in the next 20 years. In order to achieve this level of growth and sustainability in the arts, culture and tourism sectors, the following main goals must be achieved:

- Strengthen relationships between Springfield arts and culture organizations and regional arts and culture organizations.
- Develop and sustain arts and culture educational opportunities at the local and regional level

- Financially sustain the operating and infrastructure needs of arts and culture organizations
- Increase the amount of and community awareness in public art and artists
- Increase economic benefits by continuing to develop the travel and tourism industry
- Use new technologies and communication devices to increase civic engagement in arts, culture and tourism
- Demonstrate and increase the awareness of the economic impact of arts and culture as one of the foundations/building blocks of overall economic and community development.

To increase capacity and feel a strong level of growth in all areas of arts and culture, the need for sustained and consistent leadership and funding is vital. Since the Springfield Regional Arts Council (SRAC) is an established support organization for arts organizations, it is therefore recommended SRAC broaden its mission, name and base of support to engage cultural organizations. With scarce financial resources available for arts and cultural organizations, consolidation and coordination of shared services would relieve operating budgets, streamline communications, and broaden the scope of collaborative educational planning and services among all arts and cultural institutions. In order to expand Springfield Regional Arts Council's mission, appropriate operating support and resources will need to be provided through a City or County Department or other publicly supported mechanism. With public funding support, this entity would also be able to provide operational grant funding to area art and culture organizations as well as provide the opportunity for bookkeeping, human relations, communication and development support.

The purpose of this new mission would include enhancing the vitality of the City and quality of life for all Springfield and Southwest Missouri citizens by creating an environment wherein artists and cultural organizations can thrive, and by fostering opportunities for creative expression and the preservation and celebration of the City's multi-cultural heritage.

*Please see Appendix A for Benchmark City Report on funding for Arts/Culture.

Template B – Five-Year Goals, Performance Measures, and Budgets

Economic Impact

Main Goal: Demonstrate and increase the awareness of the economic impact of arts and culture as one of the foundations/building blocks of overall economic and community development.

Assumption: Arts and culture organizations need accurate and robust data that provides detail about the creative makeup of their city in terms of economic planning and development to make a strong case for investing in arts and culture.

Objective: Fund and facilitate a local economic impact study of the arts and culture

Responsible group: SRAC

Proposed Performance Measures: Completion of an economic impact study

Estimated Cost: \$15,000

Funding Source: City of Springfield, Chamber of Commerce, CVB, Community Foundation and SRAC

Regional Affiliate

Major Goal: Strengthen relationships between Springfield arts and culture organizations and regional arts and culture organizations.

Assumptions: Springfield, Missouri is the arts and cultural hub of the Southwest Missouri region and consists of resources to be shared with rural communities.

Objective: Create an inventory of regional arts/culture organizations and key arts/culture individuals, events, museums, etc.

Objective: Form arts/culture collaboration/partnerships between Springfield and the region, forming a regional network.

Objective: Increase opportunities and activities in the region (Springfield can provide consultation/resources to assist).

Objective: Develop a network of regional museums

Responsible Group: TBD

Proposed Performance Measures: inventory, network created

Estimated Cost to Achieve Goal: Key regional personnel (\$30,000+)

Funding Source: Restaurant , Hotel/Motel or Property Tax, Local/ Regional/National Foundation grant

Major Goal: Create a technology inventory of equipment and capacity re: resources left from Missouri Virtual School, as well as resources held by Drury, MSU, Evangel, OTC, area public/private K-12 schools, library system and area businesses (i.e. Cox, St John's).

Objective: Identify list of potential sources and then interview to determine location of remaining equipment.

Objective: Identify potential arts/culture uses for the equipment. Uses might include: education exposure to real-time cultural experiences, career awareness, exposure to arts and museums not available at home.

Objective: Survey of schools, community, senior centers for desires for uses.

Responsible Group: SRAC, possibly an internship for arts administration student from Drury or planning student from MSU.

Proposed Performance Measures: inventory, survey

Estimated Cost to Achieve Goal: TBD

Funding Source: Participants in the Missouri Virtual School, grants

Arts and Cultural Education

Major Goal: Developing and Sustaining arts and culture educational opportunities at the local and regional level

Assumptions: The true key to sustainability for arts and culture in the region is building an appreciation and understanding for arts and culture in our youth.

Objective: City to adopt Springfield Public Schools Long Range Plan for arts education created in conjunction with consultant from John F. Kennedy Center for the Performing Arts.

Responsible Group: SPS, SRAC

Proposed Performance Measure: adoption of plan and any proposed measures within plan to be implemented

Estimated Cost to Achieve Goal: pending long range plan action steps

Funding Source: Kennedy Center's *Any Given Child* grant initiative

Objective: Strengthen existing local arts and cultural education programs (Build on the success of programs such as Arts in the Park Summer Workshops, Claymobile, Springfield Theater Alliance, G.O.A.T, Discovery Center and WOW)

Responsible Groups: SRAC and arts/cultural organizations with education outreach

Proposed Performance Measure: majority of programs still in existence with growing support

Estimated Cost to Achieve Goal: \$200,000 - 300,000 in sustainable funds annually

Funding Source: Arts in Education Fund, local, regional and national grants, sponsorships

Objective: Broaden and enhance rural arts and culture education. Partner with Cox and St John's Hospitals to leverage their existing satellite infrastructure, facilities, electronic equipment, web and video conferencing in rural areas for arts and culture education opportunities.

Responsible Groups: Cox Hospital and St John's Hospital w/ A&C Organizations, Rural Schools Partnership with the Community Foundation of the Ozarks

Proposed Performance Measure: 10 rural communities adopt satellite programs

Estimated Cost to Achieve Goal: \$10-\$20,000 +

Funding Source: Arts/Culture in Education Fund, local/regional /national grants, sponsorships

Objective: Provide transportation to and from arts and culture events and services for children in outlying rural areas as well as within Springfield at no charge through possible partnership with a transportation division or company.

Responsible Groups: Transportation division or company; SPS bus & transport division

Proposed Performance Measure: Elementary and middle schools adopt use of an outside transportation division or company or money is provided so that SPS buses can be utilized again. Field Trips to arts/cultural institutions to increase

Estimated Cost to Achieve Goal: \$300 per field trip

Funding Source: Arts in Education Fund, local/regional/national grants, sponsorships

Objective: Strengthen awareness of rich cultural opportunities for adult education

Responsible Groups: SRAC, CVB and collaboration between arts/cultural organizations

Proposed Performance Measure: Better attendance at events, festival and workshops

Estimated Cost to Achieve Goal: TBD based on marketing funds needed

Funding Source: Shared marketing funds

Sustainability

Major Goal: Financially sustain the operating and infrastructure needs of area arts and culture organizations.

Assumptions: With public funding for arts and culture on a decline but a noticeable increase and interest in arts and culture offerings, organizations must collaborate and look for unique funding opportunities. Based on a 2009 Economic Impact Study using the Americans for the Arts, Arts and Economic Prosperity III Calculator, non-profit arts organizations alone generated \$11.4 million in local consumer spending, 346 full-time equivalent jobs, \$7.7 million in household income generated to local residents and \$1.2 million generated in local and state sales tax revenue. For a non-profit cultural organization perspective, the Discovery Center has a \$1.1 million operating budget, employs 25 full-time equivalent jobs and has over 100,000 visitors each year.

Objective: Springfield Regional Arts Council Executive Director to be incorporated into the Springfield-Greene County Park Board system. Agreement similar to other organizations including Friends of the Zoo, Ozark Greenways and Lake County Soccer.

Responsible Group: Springfield-Greene County Park Board, SRAC

Proposed Performance Measure: Agreement established and approved in 2012

Estimated Cost to Achieve Goal: TBD

Funding Source: Springfield-Greene County Park Board

Objective: Establish a Cultural Investment Fund to assist Arts & Cultural Organizations in attracting a higher level of exhibitions and artists.

- a. Organizations must invest a minimum of \$2,500 each in order to be eligible.
- b. Eligible organizations will have the ability to borrow according to guidelines from the fund for operational costs associated with the special event/exhibition.
- c. A fee would be assessed by CFO of 4% with 1% for administrative costs and 3% as a ROI to the fund.

Responsible Group: CFO Committee

Proposed Performance Measure: increase in large events, exhibitions

Estimated Cost to Achieve Goal: \$75,000 to establish and fund

Funding Source: Organizations, Investors, Sponsorships, Foundations

Objective: Investigate near term options for tax to support arts & cultural organizations

- a. City Sales Tax – After police/fire pension is adequately funded
1/8 cent =\$5M/year
- b. Restaurant Tax – Throughout the City (\$400M Base)

1/8 cent = \$505K

1/4 cent = \$1M

1/2 cent = \$2M

1 cent = \$4M

c. Explore uses of current hotel/motel tax to allow monies collected to help operations of arts/culture organizations not just capital projects.

Responsible Group: Citizens, City of Springfield

Proposed Performance Measure: Pass tax

Estimated Cost to Achieve Goal: TBD

Objective: Explore new and sustain existing community events such as Artsfest, Cider Days and First Night as well as determine gaps in types of events in order to attract a wide range of interest and ages. New events could include for example: Jazz Festival, Film Festival and Theater Festival.

Responsible Group: UDA, CVB, City of Springfield, SRAC

Proposed Performance Measure: Increase in event attendance and event offerings

Estimated Cost to Achieve Goal: \$30,000 - \$50,000 per event

Funding Source: Sponsorships and in-kind donations and gate receipts

Objective: Renewed emphasis on Endowment Building initiatives for arts and cultural organizations through planned gifts and matching/challenge gifts.

Responsible Group: SRAC, CFO

Proposed Performance Measure: increase in individual endowments, planned gifts

Estimated Cost to Achieve Goal: \$60-75,000 annually

Funding Source: Patrons and Foundations

Public Art

Major Goal: Increase opportunities and support for public art and individual artists.

Assumptions: There exists a current level of public art in the Springfield community. However, the level hasn't increased at the same rate as the growth of the community. The placement of public art throughout Springfield will significantly enhance the public environment of the City, enhance civic pride, promote economic development and will improve and expand the value and use of public buildings and facilities.

Objective: Achieve City Council adoption of inclusion of Public Art in area development plans. Proposed adoption: Where fiscally appropriate and legally permissible, the City shall set aside one percent (1%) of the cost of

all above ground capital improvements which exceed \$1,000,000 (including costs for architects and engineers but excluding land costs) to fund the creation and placement of public art.

Responsible Group: City Council, Public Works, SRAC

Estimated Cost to Achieve Goal: TBD

On-going Cost: Regular Maintenance through Public Works

Proposed Funding Source: 1/4 cent and 1/8 cent CIP tax, federal monies

Objective: Update inventory of public art in the area.

Responsible Group: SRAC in partnership with a local university

Estimated Cost to Achieve Goal: \$0

On-going Cost: \$0

Objective: Increase awareness of public art already in place via utility mailings, effective distribution of Public Art brochure and link to inventory on SRAC website.

Responsible Group: PIO of City of Springfield, SRAC, educational institutions, CVB

Estimated Cost to Achieve Goal: \$2,000 (brochure printing)

On-going Cost: \$0

Proposed Funding Source: Partnership with a local university on project

Objective: Develop incentives for private developers to increase level of public art including expediting permits and various tax abatement opportunities

Responsible Group: City, Private developers, local universities, SRAC

Estimated Cost to Achieve Goal: \$0

On-going Cost: \$0

Objective: Inclusion of public art survey questions in Annual Citizen Survey i.e. "What public art would you like to see?"

Responsible Group: City of Springfield (PIO)

Estimated Cost to Achieve Goal: \$0

On-going Cost: \$0

Proposed Performance Measures (s); The percent increase of the number of public art objects plus a community survey conducted by the City of Springfield and/or other organizations.

Objective: Continue to foster and build the community of artists and supporter of the arts by encouraging public & private collections and identifying and sustaining space for artists use and reuse community wide.

Responsible Group: SRAC, Springfield Art Museum, City of Springfield

Estimated and on-going Cost to Achieve Goal: \$0

Proposed Funding Source: Missouri Arts Council, CDBG Grants, private

funds

Tourism

Main Goal: Increase sales tax revenue and other economic benefits generated by the travel and tourism industry through product development and promotion.

Assumptions: Tourism is essential to the health and vitality of the City of Springfield, especially in terms of job creation and local government revenue. A focus on emphasizing the importance of travel and tourism to the local community, promoting Springfield's travel industry to likely visitors, and identifying and addressing travel industry infrastructure needs will allow Springfield to remain competitive and increase the economic benefits of this important industry.

Objective: Emphasize the importance of the travel industry to the Springfield community highlighting area attractions, museums, arts and culture, sporting events, meetings and conventions, and recreational activities.

Responsible Group: CVB, SRAC, Sports Commission, Chamber of Commerce, City of Springfield

Proposed Performance Measure: Increase in room demand, attendance at events and attractions

Estimated Cost to Achieve Goal: Existing budgets

Funding Source: Responsible organizations

Objective: Increase public and private support to promote and develop the existing travel industry.

1. Continue public funding for the CVB, SRAC, and Sports Commission.
2. Identify additional public and private funding for nonprofit museums and organizations.
 - a. Springfield/Greene County History Museum
 - b. The Creamery Arts Center
 - c. Discovery Center
 - d. Gillioz and Landers Theatres

Responsible Group: CVB, SRAC, City, Residing organization in facility

Estimated Cost: TBD

Proposed Funding Source: Lodging Tax, Restaurant Tax, Private Funding

3. Develop infrastructure for promoting Springfield as the "Birthplace of Route 66."

- a. Directional Signage Traffic Engineering

Estimated Cost: \$100K

Proposed Funding Source: National Scenic By-Ways Grant

b. Interpretive Signage History Museum

Estimated Cost: 150K

Proposed Funding Source: National Scenic By-Ways Grant

c. Integrate with a Springfield Walk of Fame (Square to Hammons Field)

Estimated Cost: \$150K

Proposed Funding Source: UDA, Private Contributions

4. Develop more Sporting Facilities and keep existing facilities competitive and available.

Responsible Group: Springfield-Greene County Park Board

Estimated Cost: TBD

Proposed Funding Source: Existing County Sales Tax, Existing City Incentives

Objective: Conduct a City-Wide Competitive Assessment of Springfield, focusing on the meeting and convention market, to develop a road map for future infrastructure development.

1. Compare Springfield to other regional centers in the attraction of convention- and expo-type events.

2. Identify the facilities and other amenities that Springfield needs to better compete today given that within the past decade, a number of competing facilities have been built.

3. Determine the best community use for the empty lot east of the Expo Center.

4. Recommend strategies to improve the revenues at the Expo Center.

5. Develop a citizens' task force to interpret the report and make recommendations.

6. Tour other communities to look at convention centers/tourism attractions.

7. Incorporate recommended and approved facilities and marketing strategies into the City's Long Range Strategic Plan.

Responsible Group: CVB, City of Springfield, John Q. Hammons Hotels & Resorts, Inc.

Estimated Cost to Achieve Goal: \$100K +or-

Communications

Main Goal: Create an aggregated one-stop shop Arts, Culture and Entertainment web site that would pull information from existing arts and entertainment sites to provide an easy-to-use portal for residents and visitors to access arts information.

Assumption: Aggregated CVB calendar site could be created by using the existing back-end of the SRAC, UDA and other appropriate sites using RSS feeds.

Objective: Simplify the process for the consumer by accessing this portal to provide an overview of arts, culture and tourism activities. The links would then drive the consumer to the submitting organization's Web site with the idea of increasing traffic for participants. Example: toronto.com

Responsible group: CVB

Proposed Performance Measures: Unique Visitors; Benchmarks with comparable sites in other cities; potential tracking via couponing.

Estimated Cost: \$1,000

One-time cost: \$1,000

Ongoing cost: Use existing resources to monitor content; operate under existing service contract for technology issues.

Funding Source: Grants

Main Goal: Create a corps of Arts Advocates to share arts, culture and tourism information, reviews, new activities, meet-ups, etc., via existing social-networking tools such as Facebook, Twitter, blogs, comment postings, etc.

Assumption: Arts and culture supporters are willing to participate without compensation and social media is an effective and cost efficient tool for marketing.

Objective: Recruit viral influencers to share information about arts and culture activities.

Responsible Group: Board members of relevant groups and education organizations with internships

Objective: Amplify use of existing social networking to provide free marketing for arts and culture.

Responsible Group: Organizations that use social-networking tools.

Objective: Increase civic engagement for arts and culture by having a network in place to inform users when action is needed to address public issues.

Responsible group: SRAC, Museum and UDA Board of Directors

Proposed Performance Measures: Increase in fans/followers of social-networking sites.

Estimated Cost: Free; it would be inappropriate to pay contributors. Could offer an appreciation-type program where arts organizations could contribute tickets, etc., for contributors on an annual or semi-annual basis for events that the individual contributor would not address.

Main Goal: Develop an employer-based network for a weekly compilation of top arts, culture, tourism activities available that employers would e-mail to their employees.

Objective: Use employers' large e-mail databases or intranet as a tool to share information about arts and culture activities with email sign-up option.

Responsible Group: An ad hoc committee of SRAC/UDA/CVB boards.

Objective: Acknowledge employers for supporting the arts by offering recognition on appropriate websites/publications.

Responsible Group: Publishers of appropriate hard copy or electronic recognition tools.

Objective: Develop appropriate criteria for the weekly e-mail through areas of focus such as free or low-cost activities; family friendly; wide community participation such as festivals, etc.

Responsible Group: Ad hoc committee above

Objective: Promote to employers as a way to provide a free quality-of-life amenity for employees.

Responsible Group: Participating employers

Proposed Performance Measures: Possible tool to measure click-throughs on items included in e-mails. Set target goals for e-mail reach.

Responsible group: SRAC to provide oversight for project using interns to develop weekly content.

Estimated Cost: \$0

Objective: Establish Arts, Culture and Tourism coordinating committee to continue communication past the initial strategic planning process to continue to streamline efforts and check progress in each sectors of the strategic plan.

Responsible Group: SRAC, CVB

Proposed Performance Measures: Committee meets on a quarterly or semi-annual basis

Responsible group: Estimated Cost: \$0

Template C – Inter-relationships, Themes, and Volunteer Hours Invested

Inter-relationships

- Arts, Culture, and Tourism

- **Early Childhood Development**

Arts and cultural education is a main objective in the Arts, Culture and Tourism strategic plan including the early childhood age range. A majority of arts and cultural organizations in the Springfield area offer free or reduced fee programs for the young child or partner with other organizations that work directly with the Pre-K age range. Exploration for young children in arts and culture has proven to be a key tool in developing social-emotional, cognitive and motor development.

Addressing sustainability for arts and culture organizations will aid in the sustainability of the quality programs that are offered to the young child.

Additionally, the key to sustainability for arts and culture in the region is building an appreciation and understanding for arts and culture in our youth. The tourism industry provides a tremendous amount of opportunities for family activities for those with young children.

- **Economic Development**

Arts and culture-related industries, or the creative industries, provide direct economic benefits to the Springfield community. They, along with the tourism industry, create jobs, attract investments, generate tax revenues and stimulate local economies through consumer purchases. These sectors also provide creative insight for other industry's products, capital projects and services. They also directly influence the quality of life in the Springfield community and are extremely important factors in attracting and retaining young professionals to the area. An awareness of the impact of arts, culture and tourism is needed and is addressed in the form of competitive assessments and economic impact studies as well goals regarding communication initiatives through social and intranet capabilities.

- **Education and Workforce Development**

Arts and cultural education prepares workers to be innovative and creative thinkers to participate in the modern workforce. According to an analysis of "core" data submitted to the Missouri Department of Elementary and Secondary Education by the state's public school districts, arts education as well as deductive reasoning, process skills and historic perspective involved in activities related to museum experiences, is significantly related to higher standardized test scores, higher attendance and graduation rates, and lower disciplinary rates for serious student infractions. The key to sustainability for arts and culture in the region is building an appreciation and understanding for arts and culture in our

youth.

- **Global Perspectives and Diversity**

A strong city will use arts and culture as the catalyst of telling the story of a community's history. The exhibitions in museums and public venues of outsider art, sculpture, murals and cultural displays are very powerful tools for embracing a multi-cultural heritage. Minority citizens have an increased sense of pride in public memorials that display a history of their ancestors' struggles. Public art and museum exhibits tell stories of citizens of the local population – stories that make their community unique. Springfield's diversity issues can be brought to light through the power of creative outlets and can give all citizens a sense of being a part of the community. The tourism industry helps highlight those outlets to other communities and also helps attract professionals that appreciate a more global and inclusive culture.

- **Growth Management and Land Use -**

Sustainable public funding for cultural organizations and tourism initiatives should grow as the city and region grow as it is necessary for them to offer programs and services that are equal to those found in equal size communities. This funding also includes maintaining competitive facilities and accommodations.

- **Housing- N/A**

- **Internal Organization- N/A**

- **Natural Environment-**

Lakes, rivers, streams, hiking and biking trails etc. are a huge tourism attraction for Springfield and the region. The natural environment is very important to the economic wellbeing of the City of Springfield and many travel-related businesses in the community. In addition, sustainable funding for arts and cultural organizations would result in more green-business practices to help protect the natural environment.

- **Public Health**

Mental and emotional health can directly affect those that are exposed to arts and cultural offerings.

- **Public Safety**

Public safety is indirectly related in that when youth in the community are offered opportunities or exposure to creative outlets through hands-on experiences in and out of school, they will redirect their energies to positive activities as opposed to negative.

- **Recreation and Leisure**

Exploring new and sustaining existing cultural events as well as increasing the opportunities for public art, art and cultural education and individual artists will enhance the opportunities found within recreation and leisure.

- **Transportation**

A key issue in hands-on experiences on-site at Springfield's art and cultural facilities is transportation. With the economic climate, field trip programs and transportation money have been cut in the elementary and higher education sector. Transportation to and from arts and culture events for children in outlying rural areas as well as within Springfield is addressed in the plan.

Themes

- **Regionalism** – How do the committee's recommendations support a regional focus; how can the Springfield metropolitan area be a better "citizen of the region" by working with Greene County, surrounding cities, and southwest Missouri? Using Springfield as a cultural hub for arts, culture and tourism was a key focus of the committee in two ways. Reaching out to regional communities with our resources allows for growth in terms of numbers reached by metropolitan organizations and in turn, it provides awareness for those in the rural communities of the amount of opportunities to experience within Springfield. The educational outreach work of Springfield arts and cultural organizations will grow a future workforce of creative individuals throughout Southwest Missouri.

- **Sustainability** – How do the committee's recommendations support energy efficiency, recycling, low-impact construction, and other measures of sustainability? Museums, such as the Discovery Center, focus heavily on curriculum teaching visitors about the different types of environmental sustainability. Also, initiatives such as the Rain Barrel project between the James River Basin Partnership and the Springfield Regional Arts Council, used local artists to create beautiful rain barrels that are also unique works of arts. This project was an effort to promote the use of rain barrels as a way to utilize rainwater, conserve water, and reduce storm water. By finding more sustainable funding for arts, culture and tourism, projects and initiatives like the aforementioned, will continue to grow and create an even greater environmental awareness among adults and youth.

- **Minimize Poverty** – How do the committee's recommendations address our community's poverty problem? Arts education is significantly related to higher standardized test scores, higher attendance and graduation rates, and lower disciplinary rates for serious student infractions. Arts, culture and tourism industries create jobs as well as increase civic pride. Creative and cultural education as well as artists or public art transforming low-income neighborhoods are powerful tools in rebuilding an impoverished community. These factors

directly relate to the culture of poverty in Springfield and will help address the problem significantly.

• **Civic Engagement** – How do the committee’s recommendations increase the level and breadth of civic engagement within the community? The brand of our city, the pride of our city, the engagement of our citizens and our future economic success cannot happen without creative ideas, creative spaces and creative solutions. Civic pride cannot be created without celebrating a community’s rich past, present and future through museums, public art, festivals and events. Visual, literary and performing art can tell important stories of a community and has the power to engage citizens like no other sector.

Volunteer Hours

Approximately how many volunteer hours has the planning committee invested in the development of this chapter? 250 volunteers hours

Arts, Culture and Tourism Planning Committee

Jerry Berger

Emily Fox (Co-Chair)

Derek Fraley

Gloria Galanes

Jeff Hays

Tammy Jahnke

Leah Hamilton Jenkins (Co-Chair)

Tijuana Julian

Tracy Kimberlin

Matt Lemmon

Dale McCoy

Lil Olive

Carl Price

Charlie Rosenbury

Cora Scott

Robert Stephens

Wade Thompson

Louise Whall Knauer

Rusty Worley

Appendix A.
See attached excel spreadsheet.