

CREATIVE FIVE ONE SEVEN

A Cultural Economic Development Plan for the Tri-County Area of the Capital Region

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Quotes throughout the plan are representative of individual interviews and comments noted in discussion and focus groups. No individuals are identified.

Acrylic Pour Artwork created by Stephanie Acosta
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Stephanie was born and raised in California, with a neural defect called Spina Bifida. As early as age 5, Stephanie has shown an interest in art and creative activities. As an adult she felt the urge to branch out and to experience new things

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INTRODUCTION

Creative 517, the Tri-County Lansing Area Cultural and Economic Development Plan (CEDP) reflects the growing influence, role and value of arts, culture, and creativity in economic development and community vitality across the three-county region (Ingham, Eaton and Clinton counties). This plan is the second iteration of a CEDP, the first having been developed in 2009.

Communities across the Tri-County region have made significant progress in creative endeavors and cultural and creative economic development since 2009, particularly with efforts focused on creative placemaking. Numerous projects including public art installations (permanent and temporary), development of emerging creative hubs and more have come to fruition, reflecting a broad and strong coalition of organizations and agencies that have come together and work cooperatively with the goal of a stronger and more livable community. Additionally, the economic context for this plan is significantly different than 2009, a period that was in the midst of a recession and economic difficulties everywhere.

The primary goal of this plan is to articulate an actionable set of strategies to support the creative people and organizations of the Tri-County region – artists, non-profit organizations and institutions, creative workers and industries – and to fully integrate the creative sector in regional planning and economic development. The outcome sought as a result of action on the strategies outlined in this plan include:

- A stronger and more vibrant arts and culture sector across the three counties;
- Improved conditions and environment for creative entrepreneurs, artists and enterprises to become more successful businesses;
- Greater awareness of the depth and breadth of arts, culture and creativity across the region resulting in increased participation and increased revenues for artists and arts organizations;
- A more vibrant and active region;
- An increase of permanent and temporary art for activating spaces across the three counties and enhancing the aesthetic of where we live and work.

The plan is titled Creative 517 as it broadly embraces the creative assets of the region. At its core is an understanding and belief that arts and culture are among a community's most powerful assets and the creative economy – creative industries, creative workers, creative jobs – are important drivers of economic growth and essential to a healthy community and vibrant quality of life. Arts, culture and creativity across the three counties as well as within each city and town is distinct, magnifying the character of each unique community within the region.

Creative 517 seeks to build on and enhance the unique attributes and character of each locality, while providing a toolkit for regional cooperation in cultural economic development.

Economic and community development is the primary driving force of the coalition that has gathered to develop this plan.

Collectively and individually (organizations and leaders) have seen the benefits of collaborating on building the creative sector over the past ten years since the first plan. The region has benefited from collaborative efforts to invest in creative placemaking. The role of public art has been seen as key in revitalization efforts, enhancing the build environment and serving as a way to distinguish specific places across the region. It has been embraced by municipalities and communities across the three counties.

The difference we seek as a result of implementing this plan is building upon the existing broad partnership of arts, economic, civic and municipal leadership in the Tri-County region to further enhance and build upon efforts and investments in arts, culture and creativity as a competitive tool, strengthening many elements of civic life, including the economy, tourism, education, youth development, neighborhoods, sustainability, civic participation and cultural equity.

Methodology and Oversight

Creative 517 is the result of a six-month planning process that engaged more than 210 stakeholders from across the Tri-County region.¹ Through a combination of direct interviews with twenty-four stakeholders across sectors, and a broad range of discussion and focus groups the process revealed a number of consistent themes on the assets and strengths in arts and culture as well as areas for improvement, investments and focused initiatives. A survey was also distributed electronically to Individual artists in the region with the goal of developing a baseline census.

The planning process was overseen by a Project Steering Committee (PSC) that gathered representatives from across the region in the arts, economic development, transportation, education and tourism. The PSC worked in tandem with the project consultant in identifying individuals and sectors for interviews and discussion groups and reviewed the findings and feedback throughout the process. Additionally, a section of the PSC served as advisors on establishing a relevant definition of the regional creative economy.

The Project Steering Committee will determine oversight for implementation and monitoring of this plan once it is adopted.

¹A complete list of individuals interviewed for this planning process and participants in focus and discussion groups is included in the appendix accompanying this plan. Additionally, over 100 artists in the region participated through a direct survey.

Key Findings

Planning participants identified both wonderful assets and strengths in the region as well as issues and challenges to be addressed. Those that were identified most frequently include:

- One of the highlights mentioned across most stakeholder groups is the annual Creative Placemaking Summit, now in its fourth year. The Summit is seen as an important event to gather artists, creative workers, policy makers, community leaders, funders, and others together in seeking ways to strengthen and activate the entire community.
- Greater Lansing identifies itself as Michigan's festival capital. Close to 100 festivals take place in the three counties each year celebrating a broad and diverse range from jazz and music; film, theater, and art festivals; food, local culture, and the heritage of culturally-specific communities; and much more. Festivals are seen as important tools for revitalization in many areas of the region, drivers for economic activity in specific towns and business districts, as well as the most successful way to bring together all parts of the community with few if any barriers.
- The region is home to an extraordinary community of artists and creative workers. Many participants highlighted the presence of MSU and the reach of music, theater, dance and visual arts faculty and staff across the region. The musical history that has grown out of the region was of particular pride among participants.
- Lansing is a diverse community with a long history of welcoming and integrating refugees into the community. Additionally, there is a significant Chinese and Korean student population at MSU. Many of the cultures that have become part of the fabric of the region, both residents and students, share their traditions broadly through the festivals and programming on campus. There are smaller neighborhood-based community celebrations. There are many talented artists that have resettled in the area though it is often difficult for these artists to utilize their skills as they are often focused on resettlement and family resources. There is an

“ Our community is diverse, young, thriving and creative. We are a collection of pockets of artists and creatives with great opportunities to connect the dots across the region.”

“ We have great assets that are underappreciated from Scrapfest to the amazing use of public art at the community college that has fundamentally changed a hive of cold concrete into an extraordinary place that is vibrant.”

opportunity to more intentionally focus on these artists and seeking ways to support and celebrate their work through mentorship and deeper connections with the creative community.

- Artists are seen as working independently and there is a sense of disconnectedness, that there is not a 'center' to the artist and creative community.
- The region is perceived as generous but there is a lack of large-scale and leadership arts philanthropy. It was expressed that this lack of funding limits the growth of arts and culture in the region and also limits the willingness to take risk, both for individual artists as well as for arts organizations.
- The region has a range of creative hubs and clusters of activity. Most often cited were REO Town and Old Town, with recognition of arts clusters in East Lansing, Williamston, Okemos, Holt, Charlotte and St. Johns. As with individuals who cited a lack of a sense of connectedness, the perception is that these hubs and clusters are isolated from each other and that there is not a clear way to consider how they could be more closely connected.
- There is a frustration among those in the arts and culture sector that the arts community lacks cohesiveness and a strong identity. This was echoed by non-arts leaders who observe a sense of disconnectedness.
- It was noted that small and mid-size performing venues are lacking and there is hope that a performing arts venue would be developed in downtown Lansing as a key in driving arts activity in the downtown area.
- There is a sense that participation and engagement would increase if there were better marketing of programs and events. Planning participants shared their frustrations that there is not a definitive, central on-line source for arts and culture programs and events across the three counties.

“ I’ve seen more small businesses emerging, particularly creative and arts business. Many are in the REO Town area, some in Old Town, though that is becoming relatively expensive. I hope that these businesses are able to last. I include restaurants – particularly those launched by immigrants and refugees. Great culture!

A lot of the land here is not well utilized. The zoning codes are slowly changing, but the city planning efforts are also slow in thinking differently. There are places not being utilized. Diversifying the economy here is an opportunity that is just waiting to happen. It’s not going to be through a new auto assembly plant.”

WHAT IS OUR CREATIVE SECTOR?

What is the nature of the arts and creative sector in the Tri-County region? To understand the creative sector three distinct elements were examined: nonprofit organizational/institutional providers of arts and culture; individual artists and creatives; and creative industries and workers.

The profile of the creative sector was derived from data available through several sources, including the Internal Revenue Service Exempt Organizations Master Business Files; database files at the Arts Council of Greater Lansing; and through licensing of the tools in the Creative Vitality Suite (CV Suite)², an online tool providing national creative economy data and reporting.

The Nonprofit Arts and Culture Sector

There are nearly three hundred nonprofit organizations across the three counties that have as their mission arts, cultural and/or heritage. Of the three hundred organizations, approximately 180 are located in Ingham County; 70 are located in Eaton County; and 50 are located in Clinton County.

“The strength of our creative life manifests itself through nearly 100 festivals. These festivals really are a way to define ourselves and if you look closely you really see the depth of talent right in our own backyard.”

These organizations include theaters, museums (art, science, history and heritage, etc.), music venues, arts education providers, university and college venues and programs, community and social change organizations, and more. To identify these organizations data was gathered from two sources. The Internal Revenue Service Exempt Organizations Master Business Files and the internal database of arts providers at the Arts Council of Greater Lansing. These two sources were cross-referenced and edited. A complete list of these organizations is included in the appendix. An interactive map of these organizations can be accessed at: [Interactive Map of Lansing Area Arts and Culture](#).³ Based on data available through the IRS files and CV Suite, the nonprofit arts across the three counties have annual revenues of approximately \$25 Million (as of 2016) 60% (\$15 Million) of which is derived through earned revenues and program activity and 40% (\$10 Million) is derived through philanthropic support.

²<https://cvsuite.org>

³ By clicking on each * symbol the map viewer can see information on each individual organization.

Individual Artists and Creatives

One of the most difficult challenges in understanding the character and nature of the individual creative sector in a community is identifying reliable and consistent data on the number of artists, their disciplines and codifying who they are and how they define their work. The consulting team and the Arts Council of Greater Lansing initiated an effort to create a baseline census of artists and creatives in the three counties. An invitation was circulated through the email lists and social media accounts of the Arts Council and by other entities with direct relationships with artists asking them to complete a short survey to self-identify and to indicate the focus of their work. As of early May 2018, 106 individuals responded to the survey with 100 identifying where they live. 91 resided and/or work within the three counties. This is not a comprehensive, all-inclusive census of artists. It does however provide some guidance on understanding the nature of who is living and working as an artist in the three counties. One-third live in Lansing. The following table list the cities, towns and counties where the those responding live and/or work.

“ MSU, LCC and music scene. People aren’t aware of what’s being done here. A lot of cool small venues. Wonderful places to play, but you have to work to find out about the events happening there.”

Artist Inventory by County and Municipality

<u>Ingham County</u>		<u>Eaton County</u>		<u>Clinton County</u>	
Lansing	32	Eaton Rapids	2	St. Johns	4
East Lansing	9	Grand Ledge	2	Bath	3
Haslett	7	Dimondale	1	Dewitt	3
Okemos	7				
Williamston	6				
Holt	3				
Mason	2				

Artists responding to the survey included 60% visual artists, 30% performing artists, and approximately 8% each in film and media, design and graphic arts or literary arts. A significant portion indicated they are multi-disciplinary, with several indicating work in more than one discipline which is consistent with input from direct discussions with individual artists.

Creative Economy

The primary source for developing a portrait of the creative industries in the Tri-County region was use of the Creative Vitality Suite (CVI) a powerful on-line tool that draws on economic, jobs and industry data and compares it to national data. Over the past fifteen years or so there has been an expanding economic development focus on creative economy and creative industries. What has emerged as a key factor is for community leadership to agree upon a shared definition of creative economy to focus data and analysis on the current state; to develop strategies that are relevant and contextual to each community; and to have a baseline for change over time in measuring the impact of creative economy strategies. For this planning process, a sub-group of the Project Steering Committee provided guidance on an agreed upon definition. Complete data on creative industries and occupations included in the definition for the three counties is included in the Appendix.

Each of the three counties have distinct profiles and a Creative Vitality Index score and the region combines the data of all three counties. For purposes of this study, the focus is on the regional score, while recognizing particular strengths within each county. Comprehensive data for each of the three counties and for the three counties combined on creative workers and creative industries is included in the Appendix.

CVI Index (1.0 = the average across all counties in the U.S.)⁴

° Tri-County Region:	1.10	° Clinton County:	.42
° Ingham County:	1.50	° Eaton County:	.56

Creative Occupations with the greatest number of jobs⁵:

Region/County	SOC Code	Job	2013 # Jobs	2016 # Jobs	% Change
Tri-County Region	25-1099	Postsecondary teachers	7,747	8,313	6.8%
Ingham County	25-1099	Postsecondary teachers	7,634	8,117	5.9%
Clinton County	35-3031	Waiters and waitresses	225	256	12.3%
Eaton County	35-3031	Waiters and waitresses	527	656	19.7%

Creative Industries with the greatest sales:

Region/County	NAICS Code	Industry	2016 Sales
Tri-County Region	511210	Software Publishers	\$2,204,559,489
Ingham County	511210	Software Publishers	\$194,516,531
Clinton County	323111	Commercial Printing	\$89,800,290
Eaton County	511210	Software Publishers	\$10,003,354

⁴ Complete 'Snapshot' reports are included in the Appendix with information on the Creative Vitality Index.

⁵ Refer to creative occupation data tables in the Appendix for additional information.

THE PLAN

Creative 517 is built on a set of goals and strategies that reflect the issues and priorities that emerged throughout the planning process. The plan includes four overarching goals, each elucidated through a set of strategies and tactical approaches to implementing each strategy. There were several considerations when shaping and articulating the four goals and related strategies, including relating to the key findings and reflecting stakeholder input; the overall impact of Creative 517 – i.e., what will be different as a result of achieving the goals of this plan; and what would be practical and doable.

Creative 517 is not just a plan for cultural development – it is more broadly looking at arts, culture and creativity as an essential element in community development, the role of innovation, imagination and creativity in addressing other community issues – transportation, health, housing, youth development, public safety.

The challenge with this plan is that it is not ‘owned’ by a specific organization, public or private agency or municipal government. It is a result of a collaborative effort of the public and private sector, facilitated through the Arts Council of Greater Lansing. While they are aspirational in nature, the intention of this plan is to serve as an outline for collective and collaborative action by agencies, organizations, businesses and philanthropy. Potential partners and collaborators must be identified for each strategy. A consensus of the timing of each strategy and the priorities must also be reached by project leadership to further implementation. An implementation section follows this section outlining each of the goals, strategies and tactics to serve as a ‘check-list’ in monitoring and managing plan implementation.

For reference, there are links to examples and models of similar programs and activities around the country for most strategies that may be useful in envisioning how each strategy may be approached.

Goal 1: Celebrate, leverage and build upon the strengths and assets of our arts, culture and creative sector to enhance economic vitality and quality of life in the region.

Throughout the planning process stakeholders expressed great pride in many facets of the creative community across the region, indicating a keen interest in building on and expanding those places, people and programs of pride. Most often cited in particular is the area-wide efforts focused on creative placemaking that stemmed from the first cultural economic development plan in 2009 and has manifested in numerous ways including through the annual Creative Placemaking Summit coordinated by the Arts Council of Greater Lansing. Planning participants pointed to the Summit and related efforts as important and critical to building awareness, interest, opportunities for collaboration, increasing knowledge and expanding ideas for placemaking.⁶

Other strengths that were highlighted by stakeholders included:

- Efforts in public art, in particular the placemaking and public art grant program through LEAP (Lansing Economic Area Partnership) as well as the public art initiatives of Lansing Community College were widely recognized. Indeed, increased investment and engagement with public art was discussed across all groups of stakeholders as a priority when asked “what would you like to see as an outcome of this plan?” Public art was also seen as a catalyst for shaping or enhancing an identity for Lansing and the region. The most frequent example was how the Alexander Calder sculpture La Grande Vitesse in Grand Rapids, MI has become iconic to their identity.⁷ There are opportunities to consider a coordinated regional approach to increase investments in public art and expansion of existing programs throughout the towns and cities in the region. As seen in national models such as the Bloomberg Art Challenge⁸ public art can serve as an important catalyst to “celebrate creativity, enhance urban identity, encourage public-private collaborations, and strengthen local economies.”
- The level of arts, culture and creative activity in the region are seen by planning participants as significant. The most often cited frustration was in coordinated marketing activities or a ‘central source’ or ‘definitive source’ for information. There are several that already exist in Lansing and the region but there was modest to negligible recognition of what currently is in place and available. There are opportunities to expand the use, presence, access and effectiveness of existing channels for arts, culture and event promotion.
- The number of festivals and their role in celebrating neighborhoods, culturally-specific arts and culture, and arts and culture more broadly were cited as a significant regional asset.

⁶The “75 Placemaking Ideas” emerged from the second Creative Placemaking Summit in 2016 and has been a source of ideas and enthusiasm across the region. <https://www.lansingplacemakers.org/75-place-ideas.html>.

⁷<https://www.arts.gov/about/40th-anniversary-highlights/initial-public-art-project-becomes-landmark>

⁸ Bloomberg Art Challenge: As stated in the introduction of their webpage,

STRATEGIES

1.1 Expand investments in public art across the region to augment existing programs and create methods for agencies and municipalities to increase public art.

1.1.1 Establish a standing regional collaborative or task force on public art to finance and invest in a regional public art master plan that: inventories existing public art programs and policies across the three counties; catalogues existing policies and ordinances; identifies and recommends curatorial approaches for both temporary and permanent public art programs; recommends approaches for financing mechanisms both regionally and localized; catalogues best practices across the three county region and relevant national best practices; and results in a guidebook to expand public art in the region.

1.1.2 Seek an Our Town grant through the National Endowment for the Arts⁹ to support the planning effort described in 1.1.1.

Models: Creative Communities Alliance (St. Louis, MO region);

1.2. Build upon the existing arts, culture and event promotion tools in the region for greater reach and impact.¹⁰

1.2.1. Establish a calendar task force to explore designing and implementing a single portal for event and arts producers to list their events that will feed all arts, culture and event calendars in the region, eliminating inconsistencies in listings, reducing the burden on producers of entering numerous listings. As an alternative, explore collaborative investment in an existing platform such as Artsopolis that provides the backbone and shared mechanism.

1.2.2. Establish expanded search parameters across existing calendars in the region consistent with national trends and standards, adding categories that recognize a broader range of local and regional programming including LGBTQ+, Literary, Spoken Word, Film, Classes and Workshops.

1.2.3 Create a mechanism for a weekly summary of programs and events that can be delivered by e-mail through subscription/opt-in by residents in the three counties. Explore weekly or monthly promotional mechanisms, such as last-minute ½ price opportunities.

⁹ <https://www.arts.gov/national/our-town>

¹⁰ Existing arts and event calendars in the Tri-County region include [517 Living](#); [Arts Council of Greater Lansing](#); [Lansing.org](#) (CVB); [City Pulse](#); [Lansing State Journal](#); as well as listings of events and programs and municipal websites across the region.

Models: [Philly FunSavers](#) (weekly discounts email subscription); [Artsopolis](#) (shared calendar platform); [Philly Fun Guide](#) (shared regional event calendar); [LA StageTix](#) (see icon for weekly discounts)

1.3 Celebrate and build upon and expand existing efforts to utilize “Michigan’s Festival Capital” as a catalyst for increasing tourism, increasing performance and sales opportunities for artists, and strengthening awareness of the richness, diversity and vibrancy across the Tri-County region.

1.3.1 Expand the efforts of the Festival Alliance¹¹ to develop long-term strategies to increase the reach and economic impact of the festivals; to consider approaches for broadening and deepening performance and sales opportunities for performers and artists; to strengthen the ‘Festival Capital’ brand; to formulate cooperative efforts leading to increased participation and success of the festivals.

¹¹ Coordinated and facilitated by the Arts Council of Greater Lansing

Goal 2: Foster the environment and conditions that support and encourage artists and creative entrepreneurs for more successful businesses and expanded economic activity across the region.

The Lansing region has an extensive artists community. Planning participants consistently expressed pride in the breadth of musical artists in particular, but also pointed to the range of performing and visual artists who live and work in the region. While there was appreciation for the breadth of artists and creative entrepreneurs, there were also gaps and opportunities identified by individual artists, creative entrepreneurs, arts organization leaders and others. The most common theme expressed among all stakeholders was a sense of disconnectedness. Artists were unaware of each other and often unaware of the opportunities to connect and interact. Organizational leaders cited a lack of a shared agenda and community-wide collaborations to further cultural development.

The distinct nature of creative hubs or creative districts was often cited, specifically Old Town and REO Town, both of which are seen as a significant strength and a tremendous platform for expanding centers of creative activity. Others that were recognized included East Lansing, St Johns, Charlotte, and Williamston, also indicated as creative hubs with significant potential. Also cited was the growing 'cultural district' that includes Impression 5 Science Center, the RE Olds Transportation Museum, the Riverwalk Theatre and adjacent galleries and businesses.

While it is recognized that such creative and cultural hubs develop organically, there are opportunities to strengthen the conditions that support additional placemaking efforts. Currently there is no designation program for cultural and creative districts, a creative placemaking practice that has expanded nationally recognizing the important vital role such districts have in cultural, economic and community development.

Consistent frustration was expressed by representatives of creative businesses, entrepreneurs and individual artists

“ An outsider would not know where to find the artists, their art, their studios. We seem to operate in quiet little silos with small art groups that are self-generated. Artists are not at shows for other artists. There is not a large time commitment to showing support for the work of others. I guess artists are like poker—you need a small group to do it, but you hold your hand close to your chest. We have a need for more participation and connectedness.”

Participant – Individual Artists Discussion Group

that policies, ordinances – the regulatory environment – and business development tools are difficult to navigate, vary widely across the region, and ultimately present significant barriers to business development and encouraging artistic practices to grow and flourish.

It is notable that there are several existing programs to support individual artists, creative entrepreneurs and arts organizations through the Arts Council of Greater Lansing. These programs have a strong focus on community-based and community-led development, placemaking, and professional development. There is a specific program for young artists (defined as elementary through high school age students) in the community as well as established artists.¹² These programs range from support through fellowships and project grants, to place-making and community-driven project grants.

There are opportunities to enhance and expand these extraordinary programs addressing the feedback from stakeholders throughout the planning process about the need for resources for risk, innovation and entrepreneurial efforts as well as resources that recognize the shifting needs in supporting artists and creative endeavors at different stages of career development. This may include targeted networking support to foster a more cohesive artists and creative community and enhancing programs to focus on the specific issues of emerging, mid-career and mature artists whose support needs are distinct from each other. Additionally, there are opportunities to support an environment for risk taking and innovation among arts organizations as well as individual artists.

STRATEGIES

2.1 Enhance and expand existing systems to foster stronger connections between individual artists through networking opportunities, professional development and resources to support the work and business of individual artists and creatives.

2.1.1. Establish a career development fund and associated professional practices training program (building on existing local efforts) that are targeted and specifically recognizes the changing needs of artists across the spectrum of their career – emerging, early, mid and late career, approaching the program as business and entrepreneur development.

2.1.2. Establish a dedicated position – an ‘ombudsman’¹³ – to support artists and creative entrepreneurs in navigating the regulatory environment across the three counties. The initial task of this position is developing a ‘guidebook’ that outlines resources, departments, contacts, policies and ordinances in each community – a ‘how to’ to navigate the red tape.

2.1.3. Develop a region-wide annual studio tour to build awareness and business for studio artists in the region. Begin with a regional charrette or planning effort to envision the scale and scope of a regional tour, intended outcomes and impacts, and to examine existing national models that incorporate large geographic areas.

Models: [Springboard for the Arts](#); [Artpreneur.org](#); [Creative Capital](#). For studio tours: [HWY 62 in the Morongo Basin, CA](#) and [POST \(Philadelphia Open Studio Tours\)](#).

2.2 Enhance existing efforts to foster a stronger sense of community and a stronger coalition among the nearly 300 arts organizations in the Tri-County region through leadership development and cohort experiences.

2.2.1. Enhance existing programs that gather the regions arts with targeted and relevant topics that serve to expand professional capacities, stimulate collaboration, builds knowledge of practices and fosters innovation in the field. Focus extended programs on challenging normal operating assumptions in the arts to foster innovation, new ideas and responding to changes in audiences and social trends.

2.2.2. Seek resources to sponsor executive education for arts organization leaders in the Tri-County region to build professional skills, strengthen organizational and leadership practices and to support a strong cohort of local leaders through a shared experience. Potential pathways would be a custom program through National Arts Strategies (see models below) or through MSU Executive Development Programs.

¹³ For purposes of this plan, an ombudsman is seen as an advocate with a familiarity of ordinances, procedures, and designated personnel across the three counties related to business development and the operating environment for creative businesses. The ombudsman would serve as a reference, go-between and trouble-shooter for artists and creative entrepreneurs in all stages of their business.

Models: [National Arts Strategies](#); [MSU Executive Development](#); [Creative XChange Philadelphia](#)

2.3 Seek to strengthen and foster growth of creative and cultural hubs across the Tri-County region.

2.3.1. Establish a task force to catalogue existing creative hubs across the three counties; identify and articulate the distinct nature and character of each; examine the conditions that encouraged (or discouraged) small and creative business development within those hubs; and identify areas of strengths and approaches to strengthening the environment that supports creative hub development.

2.3.2. Develop a certification/designation program for creative and cultural districts in the three counties. Research existing national, state and regional models designed to support development of creative and cultural districts. Develop a creative and cultural district designation program for the three counties that focuses on marketing, technical assistance, asset mapping, and provides economic development tools such as loan funds.

2.3.3. Develop and execute a regional marketing effort that highlights the variety of creative hubs, the distinct nature of each and promotes economic activity within and among the existing hubs. There is an opportunity to develop an image of the region through its creative assets and elevate creativity as a distinct regional characteristic.

2.3.4. Utilize the position of an 'ombudsman' (cross reference: 2.1.2) to facilitate the development of creative businesses in creative hubs.

Models: [Colorado Creative Industries Districts Program](#); [Americans for the Arts Cultural District Toolkit](#); [Texas Cultural Districts Program](#)

Goal 3 – Support and enhance the work of municipalities and area agencies by integrating artists and creative entrepreneurs into municipal and government departments.

Creative Lansing is a collaborative effort of public and private agencies throughout Ingham, Eaton and Clinton counties. The research process for this plan identified numerous efforts of creative placemaking that are occurring across the three counties – efforts within municipal and government agencies as well as through business and district associations, private agencies and private businesses. Municipalities of all sizes across the three counties are exploring how to integrate arts further into economic development, community development and quality of life initiatives.

Embedding artists into municipal departments or in specific public projects is happening across the country as a strategy for enhancing creative placemaking, bolstering economic development,

and in seeking new, innovative and creative approaches to addressing community challenges. There are numerous examples of artists integrated into planning and decision-making in a wide variety of governmental functions, ranging from public safety, health and human services, affordable housing, transportation planning, sanitation planning, community development and more. Artists have been identified as key members of project and problem-solving teams in addressing numerous public efforts, whether reducing pedestrian fatalities, addressing issues of homelessness; planning for public works projects and more. They have been at the forefront of conflict resolution and served as effective facilitators in gathering communities together to address tensions and challenges.

The following is an approach to increasing opportunities for artists as key collaborators in public projects and public works with the intention to enhance and utilize the arts and creativity in strengthening economic health of the region; exploring innovative approaches to public projects and community challenges; and to enhance the quality of life in the Tri-County area.

STRATEGIES

3.1 Establish an artist-in-residence program for embedding artists into municipal departments across the three counties. Ideally, a cohort of four to six artists would be selected each year to serve as 'circuit riders' across the region and to be available to municipalities through a competitive application process.

3.1.1. Develop a series of artist presentations and workshops for the department heads and municipal leadership from across the three counties to explore how artists are integrated into municipal functions and to introduce the concepts of an artist-in-residence.

3.1.2 Seek funding to establish four to six artist residencies with a focus on artists who live and work within the three counties. This may include developing a 'fee for service' or 'subscription' model as the financial underpinning of compensation for artists chosen each year.

3.1.3. Allocate a pool of funds for resident artists and municipal leaders to jointly access professional development opportunities relevant to designated projects.

Models: The Appendix of this plan includes a section titled [Artists In Municipalities](#) and includes examples of programs integrating artists in the everyday work of government.

3.2 Establish an annual innovation/risk prize on a significant scale to incentivize entrepreneurial activity, develop innovative programs that would serve to further activate creative and cultural hubs and/or utilize creativity in addressing community and social challenges. This fund would envision one large-scale project annually with the aim of each project serving as a major catalyst for activation and/or increased creative activity.

Models: [Center for Cultural Innovation; Bloomberg Art Challenge](#)

Goal 4: Identify and leverage resources for building the creative and cultural community.

As described in the introduction of this plan, the outcomes and impacts sought through plan implementation are:

- A stronger and more vibrant arts and culture sector across the three counties;
- Improved conditions and environment for creative entrepreneurs, artists and enterprises to become more successful businesses;
- Greater awareness of the depth and breadth of arts, culture and creativity across the region resulting in increased participation and increased revenues for artists and arts organizations;
- A more vibrant and active region;
- An increase of permanent and temporary art for activating spaces across the three counties and enhancing the aesthetic of where we live and work.

These outcomes will result from building the arts, culture and creative sector through the strategies and approaches elucidated in Goals 1 to 3. To accomplish the three goals above, this fourth goal is included recognizing a concerted, intentional effort will be required to identify and gather resources focused on implementation and investment.

The context for the challenge of resources begins with understanding the current environment for resources. The common theme expressed throughout the planning process from participants across all sectors indicates philanthropic resources in the region as generous but somewhat limited. As in many communities there are competing priorities, with Lansing Promise¹⁴ and workforce development suggested as one of the highest priorities in the region for philanthropy. Resources for the arts and creative community were described as coming from a mix of “generous individuals in a quiet, meaningful way,” a number of corporate and private foundations, and the Capital Region Community Foundation.

“ When there is a vision the resources show up. We are a blue-collar community in many ways, so it is about rolling-up our sleeves and getting it done when it needs to get done. But that sometimes doesn’t translate for arts and culture.

There is not much of a middle because of that – a few at the top, many just getting by, and not really a solid mid-size that change the impact on our community.”

¹⁴ [Lansing Promise](#)

Yet frustrations were expressed that wherewithal for major initiatives and significant investments that would be a catalyst in driving transformation of the creative sector in the region were not available.

“ There is culture of generosity here, but we don’t seem to have that one significant philanthropic source, like Kresge, Kellogg or DeVos Family Foundations that invest in other areas of Michigan, but not here. That makes it difficult to really take risk, to find the capital to explore new ideas and be innovative.”

Arts and culture have traditionally been supported through a complex mix of revenues that includes public grants and financing from corporate, foundation and individual philanthropy; and a mix of earned and program revenues. Generally, the nonprofit cultural sector operates with a revenue ratio of 60% earned/40% contributed. This varies from discipline to discipline, and from the nature, scale and scope of individual organizations. Available data on the Tri-County region indicates that total revenues in the nonprofit cultural sector was just shy of \$25 million. Of that, approximately \$10 million, or 40%, is derived from philanthropic and public support, consistent with national trends. Data and trends from available information on grants and public funding of the arts is included in the Appendix section titled [Public Funding Trends](#). No coordinated study was identified that analyses funding for arts, culture and creativity across the region.

It is imperative for success of Creative 517 to explore and secure dedicated resources for implementation. Doing so not only secures resources for implementation but serves as a platform, a point of departure in establishing partnerships and/or other approaches for sustained and equitable investment in the arts and creative economy,

recognizing their role and importance in economic and community development for the Tri-County region.

STRATEGIES

4.1 Commission or conduct a comprehensive study of private and public support for arts, culture and creativity to provide reliable and informative longitudinal data to fully understand funding trends, priorities and the current environment.

4.1.1. Seek to understand current and recent public support mechanisms from state, county and local municipalities for the arts across the three counties and compare trends to comparable regions nationally.

4.1.2. Examine the distribution of philanthropic dollars across the spectrum of arts, culture and creativity to understand how small, medium and large institutions are supported; the level and types of risk and innovation that are supported; the mechanisms and systems in place to support individual artists and creative entrepreneurs; and the implications for supporting a robust creative economy and creative economic development.

Models: [Comparative study of Boston to other cities support for arts](#); [Grantmakers in the Arts Resources](#)

4.2 Identify potential national sources for grants and investments in creative placemaking and creative economy to augment current and recent local and regional investments.

4.2.1. Research and explore national funding programs that are investing in creative economy and creative placemaking for potential investments in Creative 517. Possible sources include but are not limited to the Our Town program through the National Endowment for the Arts, Art Place America.

4.2.2. Explore potential cooperative/collaborative proposals to national programs.

Models: [Our Town Grant Program](#); [Art Place America](#)

4.3 Establish a cooperative pool of resources designated for implementation of Creative 517 strategies.

4.3.1 Explore establishing a funding mechanism – private, municipal, quasi-governmental or other – for a dedicated pool of funds to support creative and cultural economic development.

Implementation Plan

The implementation grid below is provided as a worksheet for organizing priorities, determining who will serve as the lead (or co-lead) on each strategy and action; identifying partners for each strategy and action; and outlining the necessary financial and other resources for each strategy and action.

Timing and Priority	#	Strategies and tactics	Lead Co-Leads	Partners	Resources
Goal 1: Celebrate, leverage and build upon the strengths and assets of our arts, culture and creative sector to enhance economic vitality and quality of life in the region.					
	1.1	Expand investments in public art across the region to augment existing programs and create methods for agencies and municipalities to increase public art.			
	1.1.1	Establish a standing regional collaborative or task force on public art to finance and invest in a regional public art master plan that: inventories existing public art programs and policies across the three counties; catalogues existing policies and ordinances; identifies and recommends curatorial approaches for both temporary and permanent public art programs; recommends approaches for financing mechanisms both regionally and localized; catalogues best practices across the three county region and relevant national best practices; and results in a guidebook to expand public art in the region.			
	1.1.2	Seek an Our Town grant through the National Endowment for the Arts to support the planning effort described in 1.1.1.			
	1.2	Build upon the existing arts, culture and event promotion tools in the region for greater reach and impact.			
	1.2.1	Establish a calendar task force to explore designing and implementing a single portal for event and arts producers to list their events that will feed all arts, culture and event calendars in the region, eliminating inconsistencies in listings, reducing the burden on producers of entering numerous listings. As an alternative, explore collaborative investment in an existing platform such as ARTSopolis that provides the backbone and shared mechanism.			

Timing and Priority	#	Strategies and tactics	Lead Co-Leads	Partners	Resources
	1.2.2	Establish expanded search parameters across existing calendars in the region consistent with national trends and standards, adding categories that recognize a broader range of local and regional programming including LGBTQ+, Literary, Spoken Word, Film, Classes and Workshops.			
	1.2.3	Create a mechanism for a weekly summary of programs and events that can be delivered by e-mail through subscription/opt-in by residents in the three counties. Explore weekly or monthly promotional mechanisms, such as last-minute ½ price opportunities.			
	1.3	Celebrate and build upon and expand existing efforts to utilize "Michigan's Festival Capital" as a catalyst for increasing tourism, increasing performance and sales opportunities for artists, and strengthening awareness of the richness, diversity and vibrancy across the Tri-County region.			
	1.3.1	Expand the efforts of the Festival Alliance to develop long-term strategies to increase the reach and economic impact of the festivals; to consider approaches for broadening and deepening performance and sales opportunities for performers and artists; to strengthen the 'Festival Capital' brand; to formulate cooperative efforts leading to increased participation and success of the festivals.			
Goal 2: Foster the environment and conditions that support and encourage artists and creative entrepreneurs for more successful businesses and expanded economic activity across the region.					
	2.1	Enhance and expand existing systems to foster stronger connections between individual artists through networking opportunities, professional development and resources to support the work and business of individual artists and creatives.			
	2.1.1	Establish a career development fund and associated professional practices training program (building on existing local efforts) that are targeted and specifically recognizes the changing needs of artists across the spectrum of their career – emerging, early, mid and late career, approaching the program as business and entrepreneur development.			

Timing and Priority	#	Strategies and tactics	Lead Co-Leads	Partners	Resources
	2.1.2	Establish a dedicated position – an ‘ombudsman’ – to support artists and creative entrepreneurs in navigating the regulatory environment across the three counties. The initial task of this position is developing a ‘guidebook’ that outlines resources, departments, contacts, policies and ordinances in each community-a ‘how to’ to navigate the red tape.			
	2.1.3	Develop a region-wide annual studio tour to build awareness and business for studio artists in the region. Begin with a regional charrette or planning effort to envision the scale and scope of a regional tour, intended outcomes and impacts, and to examine existing national models that incorporate large geographic areas.			
	2.2	Enhance existing efforts to foster a stronger sense of community and a stronger coalition among the nearly 300 arts organizations in the Tri-County region through leadership development and cohort experiences.			
	2.2.1	Enhance existing programs that gather the regions arts with targeted and relevant topics that serve to expand professional capacities, stimulate collaboration, builds knowledge of practices and fosters innovation in the field. Focus extended programs on challenging normal operating assumptions in the arts to foster innovation, new ideas and responding to changes in audiences and social trends.			
	2.2.2	Seek resources to sponsor executive education for arts organization leaders in the Tri-County region to build professional skills, strengthen organizational and leadership practices and to support a strong cohort of local leaders through a shared experience. Potential pathways would be a custom program through National Arts Strategies (see models below) or through MSU Executive Development Programs.			
	2.3	Seek to strengthen and foster growth of creative and cultural hubs across the Tri-County region.			
	2.3.1	Establish a task force to catalogue existing creative hubs across the three counties; identify and articulate the distinct nature and character of each, examine the conditions that encouraged (or discouraged) small and creative business development within those hubs; and identify areas of strengths and approaches to strengthening the environment that supports creative hub development.			

Timing and Priority	#	Strategies and tactics	Lead Co-Leads	Partners	Resources
	2.3.2	Develop a certification/designation program for creative and cultural districts in the three counties. Research existing national, state and regional models designed to support development of creative and cultural districts. Develop a creative and cultural district designation program for the three counties that focuses on marketing, technical assistance, asset mapping, and provides economic development tools such as loan funds.			
	2.3.3	Develop and execute a regional marketing effort that highlights the variety of creative hubs, the distinct nature of each and promotes economic activity within and among the existing hubs. There is an opportunity to develop an image of the region through its creative assets and elevate creativity as a distinct regional characteristic.			
	2.3.4	Utilize the position of an 'ombudsman' (cross reference: 2.1.2) to facilitate the development of creative businesses in creative hubs.			
Goal 3: Support and enhance the work of municipalities and area agencies by integrating artists and creative entrepreneurs into municipal and government departments.					
	3.1	Establish an artist-in-residence program for embedding artists into municipal departments across the three counties. Ideally, a cohort of four to six artists would be selected each year to serve as 'circuit riders' across the region and to be available to municipalities through a competitive application process.			
	3.1.1	Develop a series of artist presentations and workshops for the department heads and municipal leadership from across the three counties to explore how artists are integrated into municipal functions and to introduce the concepts of an artist-in-residence.			
	3.1.2	Seek funding to establish four to six artist residencies with a focus on artists who live and work within the three counties. This may include developing a 'fee for service' or 'subscription' model as the financial underpinning of compensation for artists chosen each year.			
	3.1.3	Allocate a pool of funds for resident artists and municipal leaders to jointly access professional development opportunities relevant to designated projects.			

Timing and Priority	#	Strategies and tactics	Lead Co-Leads	Partners	Resources
	3.2	Establish an annual innovation/risk prize on a significant scale to incentivize entrepreneurial activity, develop innovative programs that would serve to further activate creative and cultural hubs and/or utilize creativity in addressing community and social challenges. This fund would envision one large-scale project annually with the aim of each project serving as a major catalyst for activation and/or increased creative activity.			
Goal 4: Identify and leverage resources for building the creative and cultural community.					
	4.1	Commission or conduct a comprehensive study of private and public support for arts, culture and creativity to provide reliable and informative longitudinal data to fully understand funding trends, priorities and the current environment.			
	4.1.1	Seek to understand current and recent public support mechanisms from state, county and local municipalities for the arts across the three counties and compare trends to comparable regions nationally.			
	4.1.2	Examine the distribution of philanthropic dollars across the spectrum of arts, culture and creativity to understand how small, medium and large institutions are supported, the level and types of risk and innovation that are supported; the mechanisms and systems in place to support individual artists and creative entrepreneurs; and the implications for supporting a robust creative economy and creative economic development.			
	4.2	Identify potential national sources for grants and investments in creative placemaking and creative economy to augment current and recent local and regional investments.			
	4.2.1	Research and explore national funding programs that are investing in creative economy and creative placemaking for potential Investments in Creative 517. Possible sources include but are not limited to the Our Town program through the National Endowment for the Arts, Art Place America.			
	4.2.2	Explore potential cooperative/collaborative proposals to national programs.			

Timing and Priority	#	Strategies and tactics	Lead Co-Leads	Partners	Resources
	4.3	Establish a cooperative pool of resources designated for implementation of Creative 517 strategies.			
	4.3.1	Explore establishing a funding mechanism – private, municipal, quasi-governmental or other – for a dedicated pool of funds to support creative and cultural economic development.			

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Interviewees

Brian Adams, President
Lansing Makers Network

Patty Barnas, President
Arts Council of Greater Lansing

Mike Brand, Executive Director
Wharton Center for the Performing Arts

Melik Brown, Owner
Lansing Made

Chris Buck, Economic Development Director
Meridian Township Economic Development

Steve Curran, President and Creative Director
Harvest Creative Services

Tim Daman, Director
Lansing Regional Chamber of Commerce

Kurt Dewhurst, Director
MSU Cultural Engagement Council

Brent Forsberg, President
Urban Systems

Pat Gillespie, President
Gillespie Group

Edythe Hatter-Williams, CEO
Capital Area Michigan Works

Dr. Brent Knight, President
Lansing Community College

John Melcher, Associate Director
MSU, Economic Development, FRIB

Jerry Norris, CEO
Grand Ledge Fledge

Julie Pingston, Sr. Vice President/COO
Greater Lansing Convention and Visitors
Bureau

Dillon Rush, Executive Director
Charlotte Rising

Andy Schor, Mayor
City of Lansing

Chris Sell, Executive Director
Lansing 5:01

Jim Snell, Interim Executive Director
Tri-County Regional Planning Commission

Bob Trezise, President/CEO
Lansing Economic Area Partnership

Sarah Triplett, President
City of East Lansing Arts Commission

Arnold Weinfeld, President
Urban Policy Initiatives, MSU Outreach and
Engagement

Samantha Harkins, Chief of Staff
City of Lansing

Sector Discussion Group Participants

- Arts Educators
- Arts and Cultural Organizations
- Business Leaders
- Arts Council Board
- Festivals
- For-Profit Art Businesses
- Individual Performing Artists
- Individual Visual Artists
- International Community Organizations
- Municipal Leadership
- Business Associations
- Natural Resources and Parks
- Philanthropy
- Youth/Young Adults

Mary Ablao
Acrylic Artist

Joe Carr
The Runway

Aria Frawley
Student, MSU

Layna Anderson
Downtown Lansing, Inc.

Jeff Croley
DeWitt HS Theatre Teacher

Veronica Gracia-Wing
Chair, Lansing Parks & Rec Board

Whitney Anderson-Harrell
MSUFCU

Melanie Dart
Dart Bank

Ben Graham
Graphic Artist

Martell Armstrong
Greater Lansing Housing Coalition

Jack Davis
Loomis Law

Larry Grudt
Keys to Creativity

Mark Auslander
MSU Museum

Jaime DeMott
MSU Community Music School

Ginny Haas
Former MSU Governmental Affairs

Christine Beamer
MSU School of Music Professor

Michelle Detering
Watercolorist

Amy Harris
Realtor

Kristin Beltzer
Lansing Chamber of Commerce

Peter Dewan
East Lansing DDA

Ben Hassenger
Ukulele Player, Musician

Mindy Biladeau
Downtown Lansing, Inc.

Michelle Eggleston
Eggleston Gallery

Stephanie Hogan
Painter

Amy Bond-Nelson Moore
Gud Marketing

Rachel Elsinga
Tri County Regional Planning Commission

Josh Holliday
LEAP/Lansing 5:01

Alice Brinkman
REACH Studio Art Center

Jennifer Estill
Redhead Design Studio

Elizabeth Hude
City of Mason Planner

Erika Brown Binion
Refugee Development Center
Josh Burwick
META Collective

Kristin Faasse
Elements Studio

Ivan Iler
Metal Artist

Kathie Feldpausch
Michigan Realtors

Maurica James
Lansing Center

Michelle Carlson
Lansing Art Gallery & East Lansing Art Festival

Dennis Fliehman
Community Foundation

Melissa Kaplan Renegade Theatre Festival	George Orban Community Volunteer	Emily Stevens Lansing Parks & Rec
Tiffany Klein La Fille Gallery	Dr. Caitlin Perry Dial Michigan Women Forward	Andrea Stitt Change Media Group
Jason LaFay DeWitt HS Theatre Teacher	Julie Pingston Greater Lansing Convention and Visitors Bureau	Jennifer Sturdy PNC Foundation
Lori Lanspeary GLCVB/ Be A Tourist in Your Own Town	Marilyn Plummer Lansing Juneteenth Celebration	David Such Render Studios
Theresa Lark Mid-Michigan Environmental Action Council	Ben Rathbun Rathbun Insurance	Heather Surface Summer Solstice Jazz Festival
Erik Larson Impression 5 Science Center	Ed Reed Delta Township Economic Development Coordinator	Emily Sutton-Smith Williamston Theatre
Kimberly Lavon Printmaker	Jane Reiter Zentangle	Terry Terry Old Town/Blues & Jazz Festival
Wendy Longpre East Lansing Parks & Rec	Michelle Reynaert Sparrow Foundation	Chris Thelen Consumers Energy
Marsha MacDowell Great Lakes Folk Festival	Jill Rinckey TechSmith	Carmen Turner Boys and Girls Club
Jeff Magnuson Riverwalk Theatre	Liz Roxberry Fenner Nature Center	Laura Weber Ovid Elsie Schools
Bill Matt Broad Art Museum	Roy Saper Saper Galleries	Elizabeth Williams Williamston Artfest
Emily Matthews Dart Foundation	Joy Schantz Global Festival	Sara Wright
Tim McCaffrey Director, East Lansing Parks	Kristi Schwartzly RE Olds Transportation/ Car Capital Auto Show	Skyin (xiaoyu) Yin International Student Advisor, MSU
Courtney Milbrook Lansing Symphony Orchestra	Sandra Seaton Theatre Artist	
Julia Nacarrato Lansing Schools Art Teacher	Vanessa Shafer Old Town Commercial Association	
Tina Newhauser MSU Arts Management Professor		

Inventory of Arts and Culture Organizations & Creative Businesses

The following inventory was drawn from the database of organizations and program affiliates of the Arts Council of Greater Lansing and merged with IRS records of registered non-profit arts and culture organizations in the three counties.

(SCENE) MetroSpace, East Lansing	Capital Area Blues Society, Okemos	Curvaceous Lingerie, Lansing
60TH National Square Dance Convention, Lansing	Capital Area District Library, Lansing	Dansville Michigan Historical Society, Dansville
Abrams Planetarium, East Lansing	Capital Area Lacemakers, East Lansing	Delphi Glass, Lansing
Absolute Gallery, Lansing	Capital Area Music Teacher Association, Lansing	Delta Community Choir, Grand Ledge
Against the Grain, Lansing	Capital City Brass Band, Jackson	Delta Music and Entertainment, Inc., Lansing
All Around the African World Museum, Lansing	Capital City Film Festival, Lansing	Delta Township District Library, Lansing
All Faith Ministries for Disabilities, Lansing	Capital City Ringers, Inc., Lansing	DeWitt Community Concert Band, St. Johns
All-of-Us Express Children's Theatre, East Lansing	Capital TheatreWorks, Holt	Domitor, East Lansing
American Guild of Organists, Holt	Cedar Street Art Collective, Lansing	Downeaster Theatre, Lansing
American Sewing Guild, Inc., Lansing	Center Park Productions, Lansing	Dreamworld Studios for the Arts, Lansing
Andromeda Community Theatre, Charlotte	Charlotte Performing Arts Center, Charlotte	Earl Nelson Singers Company, Lansing
Ariniko Artistry, Lansing	Chasin God Ministries, Lansing	East Arbor Architecture, East Lansing
Artemisias Gallery, Saint Johns	Chichi Movies, Lansing	East Lansing Art Festival, East Lansing
Arts Chorale of Greater Lansing, East Lansing	Children's Ballet Theatre of Michigan, Lansing	East Lansing Arts Chorale, Inc., Holt
Arts Council of Greater Lansing, Lansing	Ciesa Design, Lansing	East Lansing Arts Commission, East Lansing
Arts Initiative Mason - A.I.M, Mason	Clayworks, Grand Ledge	East Lansing Film Festival, East Lansing
Automotive History Preservation Society, Perry	Clinton County Arts Council, St Johns	East Lansing Hannah Community Center, East Lansing
Ballet Maria Luz, Lansing	Community Circle Players/ Riverwalk Theatre, Lansing	EAST LANSING INFO, East Lansing
Blue Light Players, East Lansing	Courthouse Square Association and Museum, Charlotte	East Lansing Kiwanis Community Band, Bath
Blue Light Players, Lansing	Cracked Pot Studio Tours, Williamston	
Bradley's Home and Garden, Lansing	Craig Mitchell Smith Glass, Lansing	
	Curious Books, East Lansing	

Eaton Rapids Area Historical Society, Inc., Eaton Rapids	Grand Ledge Area Historical Society, Grand Ledge	Holt Diamondale Community Players, Holt
Eclectic Solutions, Holt	Grand Ledge Community Band, Grand Ledge	Holt Performing Arts Complex, Holt
Eggleston Gallery and Studios, Bath	Grand Ledge Opera House, Grand Ledge	Homegrown Productions, St. Johns
Eightfold Creative, East Lansing	Gravity Works Design + Development, Lansing	Hope-Central, Okemos
Elder HeART, Haslett	Great Lakes Arts and Gifts, Lansing	Horn Records, Okemos
Elderly Instruments, Lansing	Greater Lansing Area Sports Hall of Fame, Lansing	IDream Fund, Lansing
Eli and Edythe Broad Art Museum, East Lansing	Greater Lansing Ballet Company, Lansing	Impression 5 Science Center, Lansing
Elizabeth Williams Dancers, Williamston	Greater Lansing Convention & Visitors Bureau, Lansing	India Cultural Society of Greater Lansing, Okemos
Elise Publishing Institute, East Lansing	Greater Lansing Potters Guild, Haslett	Indigenous Youth Empowerment Program, East Lansing
Fantasia Ballet Folklorico, Lansing	Greater Lansing Weavers Guild, Williamston	Ingham County Fair Foundation, Mason
Fine Arts Library, Michigan State University, East Lansing	Greater Lansing Woodcarvers, East Lansing	Ixion: A Theatre Ensemble, Lansing
Fine Arts School of Dance, Lansing	Greater Lansing Youth Entrepreneurship Program, Lansing	JW Sexton Fine and Performing Arts Association, Lansing
FireWorks Glass Studios, Williamston	Grove Gallery Co-op, East Lansing	Jazz Alliance of Mid-Michigan, East Lansing
Framer's Edge, Okemos	Gunnisonville Historical Community Preservation, Lansing	Just Breathe Music, Leslie
Free Shrugs Entertainment, Inc., Lansing	Habibi Dancers, Potterville	Karyn's Dance Place, Inc., Holt
Friends of Absolute Music, Lansing	Happendance, Inc., Okemos	Katalyst Gallery, Lansing
Friends of Absolute Music, Okemos	Haslett Choir Boosters, Haslett	Keys to Creativity, Lansing
Friends of Michigan History, Inc., Holt	Historical Society of Greater Lansing, Lansing	Kick it Out Dance Boosters, East Lansing
Friends of Theatre at Michigan State University, East Lansing	Historical Society of Michigan, Lansing	Kimberly Lavon INK, Lansing
Friends of Turner Dodge House, Lansing	Hmong Family Assoc. of Lansing, Lansing	Kip Mckesson African Art, East Lansing
Generations Community Theater, Lansing	Holt Community Arts Council, Holt	La Fille Gallery, Lansing
Glenn Erin Pipe Band, Lansing		Lansing Area African American Genealogical Society, Lansing
Grace Boutique of Old Town, Lansing		Lansing Area Folksong Society, East Lansing
Grand Ledge Alliance for Quality, Grand Ledge		Lansing Area Storytellers, Bath
		Lansing Art Gallery, Lansing

Lansing Children's Choir, Lansing
Lansing City Market, Lansing
Lansing Clippers - American Sewing Guild - Lansing Chapter, Bath
Lansing Concert Band, Lansing
Lansing Makers Network, Lansing
Lansing Matinee Musicale, Lansing
Lansing Model Railroad Club, East Lansing
Lansing Poetry Club, Lansing
Lansing Public Media Center, Lansing
Lansing Symphony Orchestra, Lansing
Lansing Telugu Association, Okemos
Lansingout Gay Men's Chorus, Lansing
Lark Communications and Hammer Crowell, Lansing
Ledge Craft Lane, Ltd., Grand Ledge
Leonard Falcone International Euphonium and Tuba Festival, Lansing
Leslie Historical Society, Leslie
m.a.d.e Alliance, Lansing
Mackerel Sky Gallery of Contemporary Craft, East Lansing
Mason Area Historical Society, Mason
Mason Orchestral Society, Mason
Mason Sundried Music Festival, Inc., Mason
Men of Orpheus, East Lansing
Meridian Arts & Cultural Alliance, Okemos
Meridian Historical Village, Okemos
Meridian Township Farmers Market, Okemos
Message Makers, Lansing
MICA - Michigan Institute for Contemporary Art, Lansing
Michigan Alliance for Latino Education and Culture, Lansing
Michigan Folklore Society, Okemos
Michigan Historical Museum, Lansing
Michigan Humanities Council, Lansing
Michigan Lighthouse Art Gallery, Williamston
Michigan Museum of Surveying, Lansing
Michigan Oral History Association, Lansing
Michigan Political History Society, East Lansing
Michigan Remembers 9-1-1 Fund, East Lansing
Michigan Sangeetha Natya Academy, Okemos
Michigan School Band & Orchestra Association, Okemos
Michigan Shirt Works, East Lansing
Michigan State University College of Music, East Lansing
Michigan State University Museum, East Lansing
Michigan Trails and Greenways Alliance, Lansing
Michigan Women's Historical Center & Hall of Fame, Okemos
Michigan Youth Arts Association, Lansing
Mid-Michigan Art Guild, Lansing
Mid-Michigan Family Theatre, Haslett
Mid-Michigan Art Guild, Lansing
Mid-Michigan Creative Alliance, Lansing
Mid-Michigan Environmental Action Council, East Lansing
Mid-Michigan Youth Symphony, Charlotte
Mid-Michigan Youth Symphony, East Lansing
Morning Dance Gallery, Okemos
Mother & Earth Baby Boutique, Lansing
MSNA Academy, Okemos
MSU College of Music, East Lansing
MSU Community Music School, East Lansing
MSU Department of Theatre, East Lansing
MSU Russian Chorus, Dimondale
MSU University Outreach and Engagement, East Lansing
MSUFCU Institute for Art & Creativity at Wharton Center, East Lansing
Music is the Foundation, Lansing
Music Manor, Lansing
Native American Arts and Crafts Council - Riverbank Traditional Pow Wow, Lansing
Neighborhood Empowerment Center, Lansing
Nicholas Creative Media, East Lansing
Nokomis Learning Center, Okemos

Okemos Music Academy, Okemos	Residential College in the Arts and Humanities (RCAH) at MSU, East Lansing	The Art for Charlie Foundation, East Lansing
Old Town Commercial Association - Festival of the Moon and Sun, Old Town Oktoberfest, Dickens Village, Lansing	Rockfish Foundation, Holt	The Arty Party Studio, Okemos
One Love Global, Lansing	Ruhala Performing Arts Center, East Lansing	The Dance Conservatory, Charlotte
Oneness Foundation, Williamston	Saginaw Chinese and Research Institute, , Okemos	The Jordan Gallery, Owosso
Opus Mime Inc., Stockbridge	Saginaw Oakland Commercial Association, Lansing	The Record Lounge, Lansing
Over The Ledge Company, Grand Ledge	Saper Galleries and Custom Framing, East Lansing	The Renaissance Singers, East Lansing
Owosso Community Players, Owosso	Shiawassee Arts Center, Owosso	The Revue, Woodland
Paine-Gillam-Scott Museum, Saint Johns	Showcase Fiber Events, Holt	The Studio Performing Arts Center, East Lansing
Pan-Laonian Foundation, Okemos	Silver and Beyond, East Lansing	TLC Memory Keepers, Williamston
Peppermint Creek Theatre Company, Lansing	Sistrum -THE LANSING WOMENS CHORUS, East Lansing	Touchstone Pottery, DeWitt
Piper & Gold Public Relations, Lansing	Smitten Dust Studio, Holt	Town Hall Players, Stockbridge
Polka Dots Bead Store, Lansing	Society for Preservation & Encouragement of Barbershop Quartet Singing America, Lansing	Turner-Dodge House, Lansing
Potter Park Zoological Society, Lansing	Soundsgood Ministries, Lansing	Two Monster Books, Okemos
R.E. Olds Transportation Museum, Lansing	Spandan, Inc., East Lansing	UrbanBeat Event Center, Lansing
RCAH Center for Poetry at Michigan State University, East Lansing	SPEBSQSA Barbershop Chorus - Capitol City Chordsmen, Lansing Chapter, Lansing	Vineyard Productions, Lansing
RCP Scanning, Portland	Starlight Dinner Theatre, Lansing	Walking Horse Gallery & Gifts, Lansing
Reach Studio Art Center, Lansing	Stockbridge Area Arts Council, Stockbridge	Water Wonderland Chorus, Holt
Red Barn Pottery LLC, Williamston	Stockbridge Area Genealogical Historical Society, Stockbridge	Waterloo Area Historical Society, Stockbridge
Redhead Design Studio, Lansing	Student Statesmanship Institute, , Lansing	Waverly Band Boosters, , Lansing
Renegade Theatre Festival, Lansing	Studio Retreat, St. Johns	Wharton Center for Performing Arts, East Lansing
REO Town Commercial Association, Lansing	Sweet Custom Jewelry, Lansing	Wheaton Gallery, Mason
	The American Shakespeare Collective, Eaton Rapids	Williamston Depot Museum, Williamston
	The Ark Educational Foundation, East Lansing	Williamston Theatre, Williamston
		Working Women Artists, Lansing
		Woven Art, East Lansing
		Zahrah R Gallery of Contemporary Art, East Lansing

Artists in Municipalities

Following are a variety of examples of artists working within municipal structures across the country that range from residencies to artists embedded as full-time staff within city departments.

- **Art At Work/Portland, ME:** Artist Marty Pottenger worked with the City of Portland, ME to develop Portland Works which “employs artmaking as a catalyst to build enduring, authentic relationships which are essential to meeting the increasing challenges facing cities. Created in response to civic and social tensions between city employees, elected officials and the immigrant and refugee communities, Portland Works partners municipal participants – city councilors, police, public service, social service, fire and EMS workers – with community leaders who represent both the city’s growing diversity and the residents who have lived here for generations. Exploring topics including civics, history, life stories and the “state of the city,” participants meet monthly to create and share individual artworks.”
- **Boston AIR (Artist in Residence):** “In the program, artists, community members, and City employees work on projects that help reframe social conversations. These artists explore the ways they can use art and media to improve and bolster City initiatives. They also search for ways to make artistic social practice a part of government and community work.”
- **City Artist – St. Paul, MN:** “Since 2005, the influential City Artist program has redefined the role of the artist working within city government. Integrated far upstream in the daily and long-term workings of the city, artists are creating a new artistic, social and civic practice through an innovative public-private partnership between Public Art Saint Paul and the City of Saint Paul. The central pursuit is to create art out of the life-sustaining systems of the city. Artists advise on major city initiatives and lead their own artistic and curatorial projects and have dedicated workspace within the Department of Public Works so they can freely collaborate across city agencies.”
- **Miami Beach Office of Resilience:** “Can an artist help tackle one of the biggest problems facing mankind? Miami Beach certainly thinks so. One of the most vulnerable cities in the United States to the effects of climate change, the metropolis has launched an innovative artist residency that aims to recruit an artist to help address rising sea levels. For one year, the artist will be embedded with the city as it works to develop a plan to respond to the rising tides.”
- **Department of Cultural Affairs – Public Artists in Residence:** “Public Artists in Residence (PAIR) is an experimental municipal residency program that embeds artists in city government to propose and implement creative solutions to pressing civic challenges.”
- **PAIR is based on the premise that artists are creative problem-solvers. Moving beyond politics and public relations, artists are able to create long-term and lasting impact by working collaboratively and in open-ended processes to build community bonds, open channels for two-way dialogue, and reimagine realities to create new possibilities for those who experience and participate in the work.**

- Creative City Making – Minneapolis, MN: “In 2013 the City of Minneapolis and Intermedia Arts collaborated on Creative CityMaking (CCM), a program aimed at integrating creative thinking, strategies, and processes into the ongoing operations of City Departments. Functioning within the Department of Community Planning and Economic Development (CPED), five core projects enabled artists and planners to explore new ways to involve citizens who typically haven’t participated in planning processes. Over the course of a year, the artist-planner teams created 22 different arts-based tools and strategies to stimulate learning and dialogue about possible community futures and assets.”
- Director of Innovation and Marketing, Albuquerque, NM: In February, 2018, Tim Keller, the mayor of Albuquerque, NM, named an artist to his team, in a position as Director of Innovation and Marketing, bringing his skills as a poet and artist, seeking to integrate arts and culture into community innovation and building the creative sector.
- NASA/SETI AIR: The SETI Institute’s Artists in Residence Program: “The SETI Institute has become an international leader in the movement to integrate the arts and sciences. SETI AIR facilitates an exchange of ideas between artists and scientists so that these disciplines may inspire each other and lead to new modes of comprehension and expression. This program expands upon the SETI Institute’s mission to explore, understand, and explain the origin, nature, and prevalence of life in the universe. Our artists bring fresh eyes to help navigate difficult concepts and act as a bridge to broaden awareness of the science carried out at the SETI Institute.”

Public Funding Trends

Following is data from the Michigan Council for Arts and Cultural Affairs (MCACA) funding for three years in Clinton, Eaton and Ingham Counties. Additionally, data on the grant programs managed through the Arts Council of Greater Lansing is represented below.

Michigan Council for the Arts and Cultural Affairs

	Ingham	Clinton	Eaton	Three Counties Combined
2016	\$758,922	\$15,000	\$11,610	\$758,548
2017	\$607,000	\$15,995	\$0	\$625,012
2018	\$834,250	\$12,500	\$10,000	\$858,768

Arts Council of Greater Lansing

	2016	2017	2018	3-Year Total
Artists in the Community	\$0	\$8,000	\$0	\$8,000
Chris Clark Fellowship	\$13,023	\$0	\$8,000	\$21,023
City of Lansing – Arts Impact	\$75,000	\$75,000	\$75,000	\$225,000
City of Lansing – Sense of Place	\$45,000	\$45,000		\$90,000
City of Lansing - First Impressions Creative Placemaking			\$20,000	\$20,000
First Impressions Programmatic Support:			\$45,000	\$45,000
Ingham County Hotel/Motel Funds	\$106,976	\$124,776	\$114,761	\$346,513
MCACA Mini grants - POD	\$5,000	\$6,000	\$6,000	\$17,000
MCACA Mini grants – Arts Projects	\$24,500	\$26,000	\$26,000	\$76,500
Young Creatives	\$7,500	\$7,500	\$7,500	\$22,500
TOTAL	\$276,999	\$292,276	\$302,261	\$871,536

Snapshot of the Arts in Tri County Region MI 2016

Creative Vitality Index



1.10

CVI Value

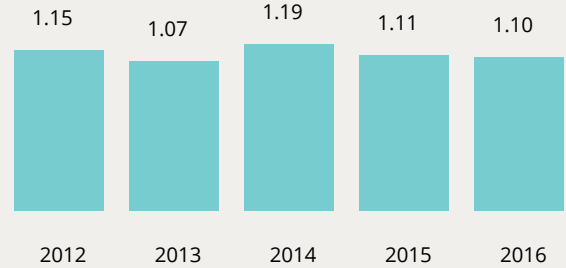
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

Total Population

475,051

Past 5 years of CVI Performance



GAIN

▲ **2%**
since 2015

2016 Creative Jobs



21,821

Total Creative Jobs

There are 371 more creative jobs in the region since 2015

Occupations with greatest number of jobs



2016 Creative Industries



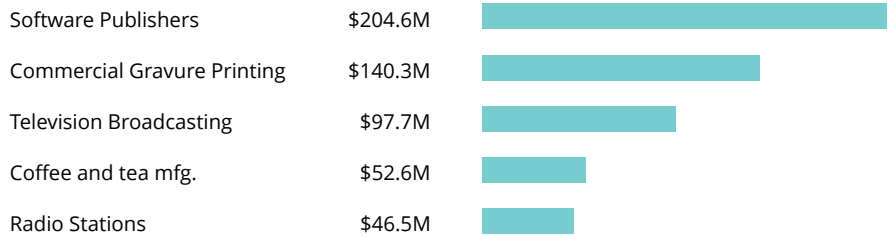
\$1.0B

Total Industry Sales

Industries with greatest sales

Industry type

Industry Sales



GAIN

▲ **11%**
since 2015

2016 Cultural Nonprofit



\$24.8M

Nonprofit Revenues

There are \$2.8 million more in revenues in the region since 2015

CVSuite does not have grant data for 2016.

DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics
 CREATIVE VITALITY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region's creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

Snapshot of the Arts in Ingham County Michigan (Lansing) 2016

Creative Vitality Index



1.50

CVI Value

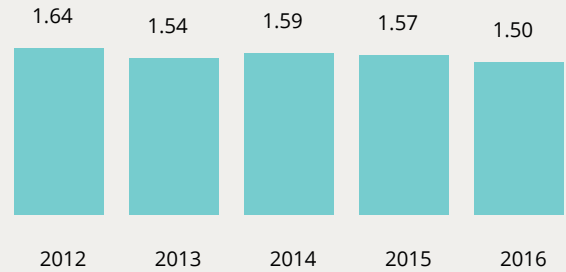
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

Total Population

287,996

Past 5 years of CVI Performance



GAIN

▲ **1%**
since 2015

2016 Creative Jobs



18,224

Total Creative Jobs

There are 269 more creative jobs in the region since 2015

Occupations with greatest number of jobs



Postsecondary Teachers

2,640

Waiters and waitresses

805

Photographers

701

Public Relations Spelst

502

Musicians & Singers

2016 Creative Industries



\$817.9M

Total Industry Sales

Industries with greatest sales

Industry type

Industry Sales

Software Publishers

\$194.5M

Television Broadcasting

\$97.6M

Coffee and tea mfg.

\$45.4M

Radio Stations

\$44.9M

Commercial Gravure Printing

\$42.7M

LOSS

▼ **11%**
since 2015

2016 Cultural Nonprofit



\$16.2M

Nonprofit Revenues

There are \$2.0 million less in revenues in the region since 2015

CVSuite does not have grant data for 2016.

DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics

CREATIVE VITALITY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region's creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

Snapshot of the Arts in Clinton County MI

2016

Creative Vitality Index



0.42

CVI Value

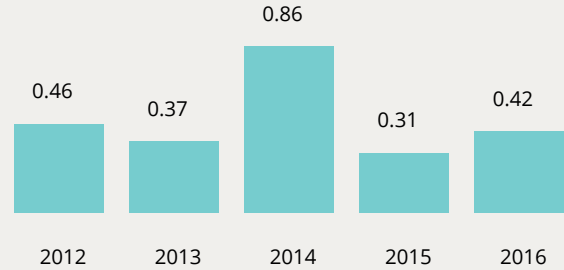
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

Total Population

77,891

Past 5 years of CVI Performance



GAIN

▲ **4%**
since 2015

2016 Creative Jobs

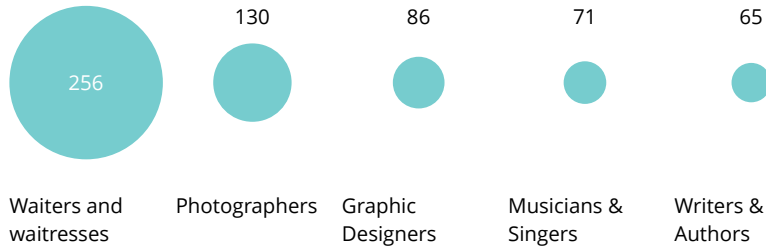


1,163

Total Creative Jobs

There are 42 more creative jobs in the region since 2015

Occupations with greatest number of jobs



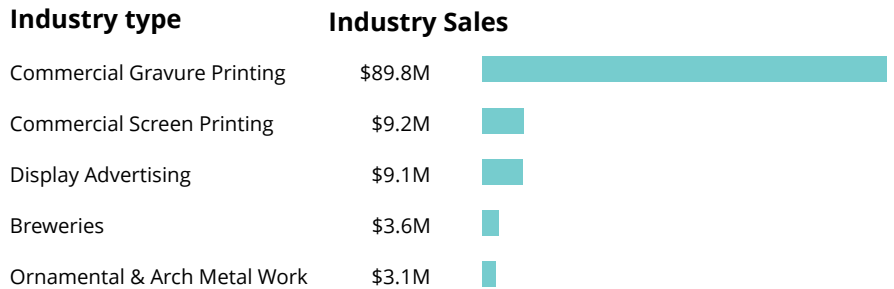
2016 Creative Industries



\$142.1M

Total Industry Sales

Industries with greatest sales



GAIN

▲ **64%**
since 2015

2016 Cultural Nonprofit



\$7.7M

Nonprofit Revenues

There are \$5.0 million more in revenues in the region since 2015

CVSuite does not have grant data for 2016.

DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics
 CREATIVE VITALITY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region's creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

Snapshot of the Arts in Eaton County, MI (Lansing project) 2016

Creative Vitality Index



0.56

CVI Value

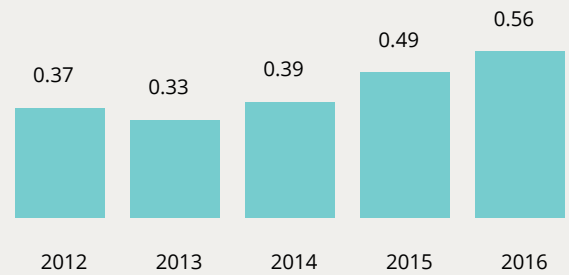
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, FDR grants, and Nonprofit revenues.

Total Population

109,164

Past 5 years of CVI Performance



GAIN

▲ **2%**
since 2015

2016 Creative Jobs



2,434

Total Creative Jobs

There are 60 more creative jobs in the region since 2015

Occupations with greatest number of jobs



Waiters and waitresses



Photographers



Postsecondary Teachers



Public Relations Spelst



Musicians & Singers

2016 Creative Industries



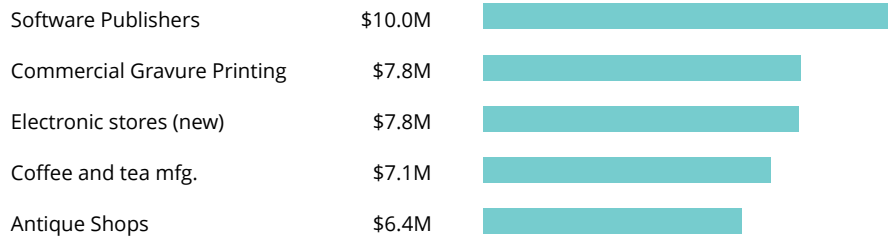
\$85.0M

Total Industry Sales

Industries with greatest sales

Industry type

Industry Sales



LOSS

▼ **16%**
since 2015

2016 Cultural Nonprofit



\$822.4K

Nonprofit Revenues

There are \$161 thousand less in revenues in the region since 2015

CVSuite does not have grant data for 2016.

DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics

CREATIVE VITALITY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region's creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

Creative Economy Data Tables

A sub-committee of the Steering Committee worked with the planning consultant to review the data in the CV Suite, specifically focusing on establishing a definition of the creative economy for purposes of this plan. Following are two lists – creative occupations and creative industries.

The first set of tables – one for each county and one combining the three counties – lists the creative occupations included in the definition, listed in order from the greatest number of jobs as of 2016 to the least number of jobs. Median and hourly earnings are also shown.

The second table lists the creative industries included in the definition, again one for each county and one with the combined data for the tri-county region.

It is worth noting that under occupations that the sub-committee has included waiters and waitresses. Individuals included in these occupations are often artists who seek either primary or secondary income through the food service industry. Chefs and head cooks are included as they are viewed as creative professionals. Postsecondary teachers are included as this includes teachers in the arts and humanities, many of whom work more broadly across the creative sector in a community.

Creative Occupations – Tri-County Region

SOC Code	Occupation	2013 Jobs	2016 Jobs	Change	% Change	Median hourly earnings	Average hourly earnings
25-1099	Postsecondary teachers	7,747	8,313	566	6.8%	\$33.13	\$36.37
35-3031	Walters and waitresses *	3,392	3,553	160	4.5%	\$9.30	\$10.85
27-4021	Photographers	1,086	1,158	72	6.2%	\$11.77	\$12.15
27-3031	Public relations specialists	809	862	53	6.1%	\$28.62	\$31.53
27-2042	Musicians and singers	636	694	58	8.3%	\$11.75	\$14.10
27-3043	Writers and authors	579	640	60	9.4%	\$11.87	\$12.59
27-1024	Graphic designers	576	605	29	4.7%	\$17.26	\$19.07
25-4031	Library technicians	486	511	25	4.9%	\$15.52	\$16.51
27-3091	Interpreters and translators	336	377	41	10.9%	\$16.53	\$16.69
35-1011	Chefs and head cooks *	271	297	26	8.8%	\$18.09	\$21.65
27-1013	Fine artists, including painters, sculptors, and illustrators	256	288	32	11.2%	\$6.88	\$7.21
27-3041	Editors	267	268	1	0.4%	\$18.45	\$21.73
43-4121	Library assistants, clerical	249	256	6	2.5%	\$9.63	\$11.65
21-2021	Directors, religious activities and education	249	251	2	0.9%	\$16.66	\$17.79
27-2012	Producers and directors	205	235	29	12.5%	\$20.59	\$23.76
25-4021	Librarians	231	232	2	0.7%	\$27.79	\$28.75
41-3011	Advertising sales agents	258	217	-41	-18.9%	\$20.43	\$20.92
17-1011	Architects, except landscape and naval	208	216	8	3.6%	\$28.39	\$29.97
27-2041	Music directors and composers	192	195	4	1.9%	\$11.60	\$17.67
27-1011	Art directors	166	183	18	9.7%	\$12.56	\$15.71
27-1026	Merchandise displayers and window trimmers	152	163	11	6.6%	\$11.22	\$12.47
27-1012	Craft artists	139	160	21	12.9%	\$4.68	\$4.83
27-1025	Interior designers	156	159	3	2.2%	\$16.08	\$17.58
27-4011	Audio and video equipment technicians	142	154	12	8.0%	\$22.30	\$23.19
27-2011	Actors	103	135	31	23.3%	\$11.35	\$12.34

11-2031	Public relations and fundraising managers	127	134	7	5.4%	\$51.98	\$57.92
17-3011	Architectural and civil drafters	110	126	16	12.4%	\$24.32	\$25.03
27-1014	Multimedia artists and animators	108	123	15	12.5%	\$8.89	\$10.79
39-3031	Ushers, lobby attendants, and ticket takers	117	116	-1	-1.2%	\$9.42	\$10.49
27-1023	Floral designers	95	97	2	2.3%	\$10.40	\$11.74
51-9071	Jewelers and precious stone and metal workers	88	95	8	8.0%	\$13.59	\$14.65
27-3022	Reporters and correspondents	98	92	-6	-6.6%	\$15.84	\$19.92
27-1021	Commercial and industrial designers	67	70	3	4.5%	\$21.59	\$23.32
49-9063	Musical instrument repairers and tuners	68	69	1	1.1%	\$13.50	\$14.67
27-3042	Technical writers	67	66	-1	-0.9%	\$23.78	\$25.87
27-3011	Radio and television announcers	78	65	-14	-20.8%	\$16.53	\$20.02
27-4012	Broadcast technicians	57	60	3	4.7%	\$15.83	\$18.61
27-4032	Film and video editors	49	57	9	15.1%	\$21.30	\$21.67
13-1011	Agents and business managers of artists, performers, and athletes	57	57	0	-0.4%	\$15.41	\$17.50
27-3099	Media and communication workers, all other	54	52	-2	-3.7%	\$16.59	\$19.14
27-4031	Camera operators, television, video, and motion picture	37	42	5	12.3%	\$20.05	\$23.30
11-2011	Advertising and promotions managers	37	41	4	9.6%	\$30.53	\$35.19
17-1012	Landscape architects	31	32	1	3.0%	\$21.45	\$22.69
27-2031	Dancers	31	30	-1	-3.0%	\$12.32	\$12.57
27-1019	Artists and related workers, all other	25	28	3	10.9%	\$8.80	\$10.28
27-1027	Set and exhibit designers	24	25	1	3.8%	\$16.21	\$18.87
27-4014	Sound engineering technicians	24	24	0	1.5%	\$20.36	\$22.72
25-4012	Curators	21	23	2	10.8%	\$22.79	\$24.19
27-1022	Fashion designers	20	23	3	15.2%	\$21.03	\$22.64

27-4099	Media and communication equipment workers, all other	20	19	-1	-4.5%	\$34.04	\$35.40
39-5091	Makeup artists, theatrical and performance	13	18	5	27.3%	\$21.83	\$24.96
27-1029	Designers, all other	17	17	0	-0.1%	\$17.70	\$18.97
27-3021	Broadcast news analysts	11	15	4	25.6%	\$21.45	\$23.85
39-3099	Entertainment attendants and related workers, all other	14	14	0	-1.9%	\$10.30	\$11.12
25-4011	Archivists	12	14	1	11.0%	\$21.30	\$23.35
25-4013	Museum technicians and conservators	10	12	2	12.9%	\$17.43	\$17.92
25-9011	Audio-visual and multimedia collections specialists	10	9	-1	-5.7%	\$17.65	\$19.15
19-3091	Anthropologists and archeologists	10	9	-1	-14.8%	\$20.74	\$22.13
19-3093	Historians	10	8	-1	-17.9%	\$22.30	\$22.42
39-3092	Costume attendants	9	8	-1	-8.8%	\$21.41	\$21.54
27-2032	Choreographers	8	8	-1	-10.5%	\$17.17	\$17.06

Creative Occupations – Ingham County

SOC Code	Occupation	2013 Jobs	2016 Jobs	Change	% Change	Median hourly earnings	Average hourly earnings
25-1099	Postsecondary teachers	7,634	8,117	483	5.9%	\$33.47	\$36.65
35-3031	Waiters and waitresses	2,640	2,640	0	0.0%	\$9.33	\$10.89
27-4021	Photographers	739	805	66	8.2%	\$11.84	\$12.32
27-3031	Public relations specialists	662	702	39	5.6%	\$28.76	\$31.75
27-2042	Musicians and singers	467	503	36	7.1%	\$11.75	\$14.24
27-3043	Writers and authors	419	460	40	8.7%	\$11.86	\$12.72
25-4031	Library technicians	414	444	29	6.6%	\$15.75	\$16.75
27-1024	Graphic designers	401	420	18	4.4%	\$17.27	\$19.20
27-3091	Interpreters and translators	228	262	35	13.2%	\$16.51	\$16.74
43-4121	Library assistants, clerical	204	215	10	4.9%	\$9.67	\$11.76
35-1011	Chefs and head cooks	202	214	11	5.3%	\$18.42	\$22.00
27-2012	Producers and directors	178	206	28	13.4%	\$21.86	\$24.42
27-1013	Fine artists, including painters, sculptors, and illustrators	181	204	23	11.4%	\$6.86	\$7.25
25-4021	Librarians	192	193	2	1.0%	\$28.45	\$29.35
27-3041	Editors	188	189	1	0.3%	\$18.08	\$22.05
21-2021	Directors, religious activities and education	184	184	0	0.1%	\$17.15	\$18.27
41-3011	Advertising sales agents	215	184	-31	-16.8%	\$20.20	\$21.02
17-1011	Architects, except landscape and naval	146	157	11	7.0%	\$27.71	\$29.56
27-2041	Music directors and composers	138	138	0	0.2%	\$11.66	\$18.21
27-1011	Art directors	115	127	13	9.9%	\$12.58	\$16.29
27-4011	Audio and video equipment technicians	116	122	6	5.1%	\$22.75	\$23.58
27-1025	Interior designers	111	112	1	0.8%	\$15.88	\$17.71
27-1012	Craft artists	97	111	14	12.7%	\$4.65	\$4.84
11-2031	Public relations and fundraising managers	105	111	6	5.3%	\$52.39	\$58.39

27-1026	Merchandise displays and window trimmers	111	108	-3	-3.0%	\$11.34	\$12.62
39-3031	Ushers, lobby attendants, and ticket takers	107	105	-2	-1.8%	\$9.43	\$10.53
27-2011	Actors	78	99	21	21.2%	\$11.37	\$12.59
17-9011	Architectural and civil drafters	82	97	15	15.4%	\$24.19	\$25.03
27-1014	Multimedia artists and animators	76	87	11	13.0%	\$8.92	\$11.27
27-3022	Reporters and correspondents	73	72	-2	-2.2%	\$15.71	\$20.66
27-1023	Floral designers	67	67	0	-0.4%	\$10.11	\$11.64
51-9071	Jewelers and precious stone and metal workers	57	64	7	10.4%	\$13.07	\$14.17
27-3011	Radio and television announcers	71	57	-14	-25.4%	\$17.06	\$20.80
27-4012	Broadcast technicians	52	55	3	5.4%	\$16.43	\$18.89
27-3042	Technical writers	50	50	-1	-1.0%	\$25.32	\$26.53
49-9063	Musical instrument repairers and tuners	51	46	-5	-9.9%	\$14.01	\$15.34
27-1021	Commercial and industrial designers	47	46	-1	-3.0%	\$20.53	\$22.73
27-4032	Film and video editors	38	45	7	16.0%	\$21.35	\$21.84
27-3099	Media and communication workers, all other	44	44	-1	-1.3%	\$16.94	\$19.64
13-1011	Agents and business managers of artists, performers, and athletes	41	41	0	0.0%	\$15.46	\$18.13
27-4031	Camera operators, television, video, and motion picture	29	33	4	13.0%	\$21.40	\$24.88
11-2011	Advertising and promotions managers	28	31	3	10.4%	\$30.73	\$35.77
17-1012	Landscape architects	21	21	1	3.9%	\$21.32	\$22.63
27-2031	Dancers	22	21	-1	-5.1%	\$12.35	\$12.68
27-1027	Set and exhibit designers	20	20	0	2.3%	\$16.58	\$19.45
25-4012	Curators	19	20	1	7.1%	\$22.57	\$24.45
27-4014	Sound engineering technicians	20	20	0	-0.7%	\$20.26	\$22.60
27-1019	Artists and related workers, all other	16	18	2	11.0%	\$9.05	\$10.80
27-1022	Fashion designers	14	17	3	15.7%	\$20.76	\$22.93

27-4099	Media and communication equipment workers, all other	17	17	-1	-4.0%	\$34.04	\$36.58
39-5091	Makeup artists, theatrical and performance	10	14	3	24.8%	\$22.02	\$25.75
27-3021	Broadcast news analysts	10	13	4	28.1%	\$21.31	\$24.16
27-1029	Designers, all other	12	12	0	0.2%	\$17.72	\$19.33
25-4011	Archivists	10	12	1	8.9%	\$21.32	\$23.52
25-4013	Museum technicians and conservators	9	10	1	8.6%	\$17.43	\$18.06
89-8099	Entertainment attendants and related workers, all other	10	10	0	-1.1%	\$10.42	\$11.27
25-9011	Audio-visual and multimedia collections specialists	8	8	0	-6.0%	\$17.75	\$19.37
39-3092	Costume attendants	8	7	-1	-9.6%	\$21.24	\$21.66
19-3091	Anthropologists and archeologists	8	7	-1	-15.0%	\$20.97	\$22.36
19-3093	Historians	7	6	-1	-15.0%	\$22.31	\$22.67
27-2032	Choreographers	6	6	-1	-14.6%	\$17.10	\$17.09

Creative Occupations – Clinton County

SOC Code	Occupation	2013 Jobs	2016 Jobs	Change	% Change	Median hourly earnings	Average hourly earnings
35-3031	Waiters and waitresses *	225	256	31	12.3%	\$9.07	\$10.50
27-4021	Photographers	139	131	-8	-6.0%	\$12.28	\$12.40
27-1024	Graphic designers	84	86	2	2.8%	\$18.38	\$19.88
27-2042	Musicians and singers	60	71	11	15.7%	\$11.73	\$13.41
27-3043	Writers and authors	57	66	9	13.8%	\$11.91	\$12.20
25-1099	Postsecondary teachers	20	49	29	59.0%	\$15.45	\$16.22
27-3091	Interpreters and translators	42	41	-2	-4.5%	\$17.31	\$17.22
27-3031	Public relations specialists	34	38	4	10.6%	\$28.17	\$29.33
27-1013	Fine artists, including painters, sculptors, and illustrators	26	32	6	19.6%	\$7.00	\$7.15
35-1011	Chefs and head cooks *	24	28	5	17.3%	\$16.64	\$20.28
27-3041	Editors	25	27	2	8.9%	\$21.89	\$22.54
27-1011	Art directors	18	21	3	15.0%	\$12.61	\$14.63
21-2021	Directors, religious activities and education	20	21	1	4.3%	\$16.44	\$17.53
27-2041	Music directors and composers	17	19	2	8.9%	\$10.98	\$16.28
27-1012	Craft artists	14	19	5	24.9%	\$4.78	\$4.91
27-1026	Merchandise displayers and window trimmers	16	18	3	15.1%	\$11.22	\$12.52
41-3011	Advertising sales agents	18	17	-1	-7.3%	\$21.52	\$20.50
27-1025	Interior designers	18	17	-1	-3.6%	\$17.36	\$18.32
17-1011	Architects, except landscape and naval	23	16	-7	-43.6%	\$32.91	\$33.64
25-4031	Library technicians	14	15	1	5.5%	\$13.87	\$14.75
27-1014	Multimedia artists and animators	10	14	3	24.6%	\$8.77	\$9.27
27-4011	Audio and video equipment technicians	9	13	4	33.4%	\$22.70	\$23.59
27-2011	Actors	9	13	4	33.3%	\$11.32	\$11.64
27-1023	Floral designers	12	11	-1	-8.5%	\$11.86	\$11.94
25-4021	Librarians	10	10	0	0.0%	\$24.98	\$25.77
27-2012	Producers and directors	7	10	3	33.9%	\$16.98	\$19.11
51-9071	Jewelers and precious stone and metal workers	12	9	-2	-26.8%	\$18.12	\$18.10

43-4121	Library assistants, clerical	8	8	8	0	5.0%	\$9.18	\$10.98
17-3011	Architectural and civil drafters	9	8	8	-1	-9.1%	\$28.41	\$27.46
27-3022	Reporters and correspondents	8	7	7	0	-7.0%	\$18.84	\$19.22
27-1021	Commercial and industrial designers	7	7	7	0	-3.8%	\$25.49	\$26.07
49-9063	Musical instrument repairers and tuners	6	6	6	0	0.3%	\$12.18	\$12.89
13-1011	Agents and business managers of artists, performers, and athletes	6	6	6	0	2.5%	\$15.24	\$15.69
11-2031	Public relations and fundraising managers	4	4	4	0	6.2%	\$47.25	\$52.64
27-3042	Technical writers	4	4	4	0	-3.0%	\$19.89	\$22.07
27-4032	Film and video editors	3	4	4	1	29.9%	\$22.59	\$22.43
11-2011	Advertising and promotions managers	3	4	4	1	18.8%	\$30.12	\$32.14
17-1012	Landscape architects	4	4	4	0	-11.6%	\$25.02	\$25.19
27-2031	Dancers	3	3	3	0	4.7%	\$12.20	\$12.36
27-1019	Artists and related workers, all other	3	3	3	0	14.0%	\$8.83	\$9.63
27-4031	Camera operators, television, video, and motion picture	2	3	3	1	24.5%	\$16.37	\$17.20
27-3011	Radio and television announcers	2	3	3	1	32.6%	\$14.94	\$15.00
27-3099	Media and communication workers, all other	3	3	3	0	-17.9%	\$15.66	\$15.90
27-1022	Fashion designers	2	2	2	0	10.6%	\$20.30	\$20.44
27-1027	Set and exhibit designers	2	2	2	0	11.2%	\$15.35	\$16.51
39-5091	Makeup artists, theatrical and performance	1	1	1	1	40.0%	\$21.35	\$22.03
27-1029	Designers, all other	1	1	1	0	-7.3%	\$18.60	\$18.64
39-3099	Entertainment attendants and related workers, all other	1	1	1	0	-3.4%	\$10.08	\$10.75
27-4012	Broadcast technicians	1	1	1	0	19.9%	\$14.02	\$15.30
27-4014	Sound engineering technicians	1	1	1	0	7.7%	\$20.20	\$21.16
19-3093	Historians	1	1	1	0	-39.7%	\$26.06	\$25.73
39-3031	Ushers, lobby attendants, and ticket takers	1	1	1	0	-21.5%	\$9.16	\$10.10
27-2032	Choreographers	1	1	1	0	9.1%	\$17.23	\$17.07

SOC Code	Occupation	2013 Jobs	2016 Jobs	Change	% Change	Median hourly earnings	Average hourly earnings
27-4099	Media and communication equipment workers, all other	1	1	0	15.3%	\$25.18	\$26.16
27-3021	Broadcast news analysts	1	1	0	15.7%	\$21.85	\$21.68
19-3091	Anthropologists and archeologists	1	1	0	-25.7%	\$20.61	\$20.98
25-9011	Audio-visual and multimedia collections specialists	0	0	0	-14.7%	\$17.40	\$18.02
25-4012	Curators	0	0	0	49.0%	\$22.95	\$23.32
25-4011	Archivists	0	0	0	41.8%	\$21.33	\$21.85
39-3092	Costume attendants	0	0	0	4.3%	\$23.15	\$21.96
25-4013	Museum technicians and conservators	0	0	0	56.2%	\$17.47	\$18.19

Creative Occupations - Eaton County

SOC Code	Occupation	2013 Jobs	2016 Jobs	Change	% Change	Median hourly earnings	Average hourly earnings
35-3031	Waiters and waitresses *	527	656	129	19.7%	\$9.24	\$10.78
27-4021	Photographers	209	222	13	6.0%	\$11.26	\$11.37
25-1099	Postsecondary teachers	93	147	54	36.7%	\$18.99	\$27.48
27-3031	Public relations specialists	113	123	10	7.8%	\$28.07	\$30.96
27-2042	Musicians and singers	109	120	11	8.8%	\$11.74	\$13.93
27-3043	Writers and authors	103	114	11	9.5%	\$11.86	\$12.30
27-1024	Graphic designers	91	99	8	8.1%	\$16.31	\$17.85
27-3091	Interpreters and translators	66	74	8	11.3%	\$16.14	\$16.22
35-1011	Chefs and head cooks *	45	55	10	18.1%	\$17.42	\$21.02
25-4031	Library technicians	58	53	-5	-9.6%	\$14.08	\$14.97
27-3041	Editors	55	53	-2	-3.8%	\$18.15	\$20.18
27-1013	Fine artists, including painters, sculptors, and illustrators	50	52	3	5.4%	\$6.91	\$7.12
21-2021	Directors, religious activities and education	45	46	1	2.3%	\$15.01	\$15.97
17-1011	Architects, except landscape and naval	40	43	4	8.6%	\$29.22	\$30.12
27-2041	Music directors and composers	36	38	2	4.6%	\$11.65	\$16.40

27-1026	Merchandise displayers and window trimmers	25	36	11	31.1%	\$10.84	\$11.99
27-1011	Art directors	33	35	2	5.9%	\$12.44	\$14.24
43-4121	Library assistants, clerical	37	32	-4	-13.7%	\$9.24	\$11.07
27-1025	Interior designers	27	30	3	10.3%	\$15.91	\$16.68
27-1012	Craft artists	28	30	2	5.9%	\$4.70	\$4.77
25-4021	Librarians	29	29	0	-0.8%	\$24.94	\$25.73
27-2011	Actors	17	23	6	26.1%	\$11.29	\$11.69
51-9071	Jewelers and precious stone and metal workers	19	22	3	15.5%	\$14.63	\$14.63
27-1014	Multimedia artists and animators	22	22	1	2.8%	\$8.82	\$9.89
17-3011	Architectural and civil drafters	20	21	2	7.3%	\$22.61	\$24.14
27-1023	Floral designers	16	19	3	17.9%	\$10.36	\$11.95
27-2012	Producers and directors	20	19	-1	-7.9%	\$16.95	\$18.93
27-4011	Audio and video equipment technicians	17	19	2	8.6%	\$18.58	\$20.38
11-2031	Public relations and fundraising managers	17	18	1	5.4%	\$50.55	\$56.34
27-1021	Commercial and industrial designers	13	18	5	26.7%	\$22.55	\$23.78
41-3011	Advertising sales agents	25	16	-9	-54.5%	\$21.14	\$20.22
49-9063	Musical instrument repairers and tuners	11	16	5	33.1%	\$12.66	\$13.45
27-3022	Reporters and correspondents	17	13	-4	-29.8%	\$15.08	\$16.35
27-3042	Technical writers	12	12	0	0.3%	\$22.77	\$24.47
39-3031	Ushers, lobby attendants, and ticket takers	9	10	1	6.7%	\$9.16	\$10.11
13-1011	Agents and business managers of artists, performers, and athletes	10	10	0	-4.2%	\$15.24	\$15.94
27-4032	Film and video editors	8	8	0	2.6%	\$20.46	\$20.33
17-1012	Landscape architects	6	7	1	8.2%	\$19.24	\$21.48
27-1019	Artists and related workers, all other	6	7	1	9.1%	\$8.03	\$9.15
27-3099	Media and communication workers, all other	7	6	-1	-14.8%	\$15.53	\$16.95
27-4031	Camera operators, television, video, and motion picture	6	6	0	2.7%	\$16.52	\$17.77

11-2011	Advertising and promotions managers	6	6	0	-0.6%	\$30.08	\$34.23
27-3011	Radio and television announcers	6	6	0	1.0%	\$14.87	\$14.33
27-2031	Dancers	5	5	0	0.9%	\$12.29	\$12.25
27-1022	Fashion designers	4	4	1	15.0%	\$22.35	\$22.56
27-4012	Broadcast technicians	4	4	0	-8.6%	\$13.85	\$15.57
27-4014	Sound engineering technicians	3	4	0	12.0%	\$21.46	\$23.82
27-1029	Designers, all other	3	3	0	1.7%	\$17.08	\$17.75
27-1027	Set and exhibit designers	3	3	0	9.2%	\$15.38	\$16.41
39-3099	Entertainment attendants and related workers, all other	3	3	0	-4.2%	\$10.02	\$10.71
39-5091	Makeup artists, theatrical and performance	2	3	1	33.9%	\$21.36	\$22.36
25-4012	Curators	2	2	1	34.6%	\$22.93	\$22.26
25-4011	Archivists	1	2	0	19.7%	\$21.25	\$22.49
27-4099	Media and communication equipment workers, all other	2	2	0	-19.9%	\$25.96	\$27.64
19-3093	Historians	2	2	0	-15.7%	\$18.76	\$19.53
25-4013	Museum technicians and conservators	1	1	1	39.6%	\$17.43	\$16.70
27-2032	Choreographers	1	1	0	-5.3%	\$17.17	\$16.94
27-3021	Broadcast news analysts	1	1	0	3.4%	\$21.86	\$21.70
19-3091	Anthropologists and archeologists	1	1	0	-7.3%	\$20.62	\$21.41
25-9011	Audio-visual and multimedia collections specialists	1	1	0	0.2%	\$17.06	\$17.71
39-3092	Costume attendants	1	1	0	-4.0%	\$21.30	\$19.92

Creative Industries – Tri-County Region

NAICS Code	Industry	Sales 2016	Jobs 2016	Earnings per job 2015	Earnings per job 2016	% Change of Earnings per Job	Total Earnings
511210	Software publishers	\$204,559,489	652	\$71,429	\$88,487	23.9%	\$57,737,514
323111	Commercial printing (except screen and books)	\$140,345,878	967	\$49,030	\$49,737	1.4%	\$48,106,251
515120	Television broadcasting	\$97,731,711	350	\$67,975	\$62,202	-8.5%	\$21,789,101
311920	Coffee and tea manufacturing *	\$52,598,980	104	\$52,146	\$62,509	19.9%	\$6,549,720
515112	Radio stations	\$46,454,263	205	\$48,056	\$48,394	0.7%	\$9,951,446
813410	Civic and social organizations	\$40,781,952	1,038	\$22,131	\$23,789	7.5%	\$24,707,396
451140	Musical instrument and supplies stores	\$36,322,656	455	\$28,850	\$28,692	-0.5%	\$13,073,708
453310	Used merchandise stores	\$24,136,007	451	\$20,085	\$19,263	-4.1%	\$8,694,789
512110	Motion picture and video production	\$24,111,093	96	\$69,418	\$62,296	-10.3%	\$6,024,266
541810	Advertising agencies	\$22,971,357	120	\$60,193	\$65,378	8.6%	\$7,850,076
711510	Independent artists, writers, and performers	\$22,149,054	1,670	\$8,795	\$8,488	-3.5%	\$14,176,189
443142	Electronic stores	\$20,424,051	146	\$43,958	\$47,598	8.3%	\$6,955,304
519110	News syndicates	\$19,651,677	69	\$102,887	\$147,633	43.9%	\$10,249,081
323113	Commercial screen printing	\$15,898,979	152	\$37,309	\$35,552	-4.7%	\$5,438,415
448310	Jewelry stores	\$15,321,652	173	\$30,652	\$31,615	3.1%	\$5,470,922
451211	Book stores	\$14,847,220	308	\$19,333	\$16,774	-13.2%	\$5,175,610
423940	Jewelry, watch, precious stone, and precious metal merchant wholesalers	\$14,790,380	98	\$53,781	\$53,767	0.0%	\$5,303,832
511120	Periodical publishers	\$13,815,040	139	\$29,798	\$31,902	7.1%	\$4,448,727
711320	Promoters of performing arts, sports, and similar events without facilities	\$13,415,922	121	\$32,044	\$29,634	-7.5%	\$3,602,466
541850	Display advertising	\$12,781,440	74	\$53,821	\$52,573	-2.3%	\$3,937,842
541921	Photography studios, portrait	\$11,563,733	316	\$17,372	\$17,020	-2.0%	\$5,393,592
511110	Newspaper publishers	\$11,547,839	146	\$41,915	\$33,640	-19.7%	\$4,923,325
312120	Breweries *	\$11,414,491	43	\$45,689	\$27,395	-40.0%	\$1,180,044

238150	Glass and glazing contractors	\$11,183,011	78	\$53,680	\$57,234	6.6%	\$4,506,462
541310	Architectural services	\$10,804,876	96	\$57,110	\$55,580	-2.7%	\$5,359,450
541430	Graphic design services	\$10,096,572	226	\$25,429	\$24,245	-4.7%	\$5,502,768
451130	Sewing, needlework, and piece goods stores	\$9,089,030	198	\$14,621	\$16,523	13.0%	\$3,272,479
541890	Other services related to advertising	\$8,377,760	58	\$42,470	\$47,685	12.3%	\$2,805,339
424920	Book, periodical, and newspaper merchant wholesalers	\$8,343,367	73	\$35,859	\$39,602	10.4%	\$2,928,179
712120	Historical sites	\$6,839,059	59	\$44,619	\$49,883	11.6%	\$2,957,038
453110	Florists	\$6,792,708	143	\$16,804	\$17,025	1.3%	\$2,443,189
332323	Ornamental and architectural metal work manufacturing	\$6,007,662	28	\$53,493	\$57,325	7.2%	\$1,639,341
541320	Landscape architectural services	\$5,859,422	89	\$33,459	\$32,361	-3.3%	\$2,906,038
512131	Motion picture theaters (except drive-ins)	\$5,558,123	131	\$11,783	\$11,123	-5.6%	\$1,459,134
541860	Direct mail advertising	\$5,164,075	41	\$46,727	\$41,587	-11.0%	\$1,739,919
339910	Jewelry and silversware manufacturing	\$4,420,671	36	\$38,477	\$36,192	-5.9%	\$1,304,604
515210	Cable and other subscription programming	\$3,793,435	4	\$84,353	\$91,885	8.9%	\$420,904
711410	Agents and managers for artists, athletes, entertainers, and other public figures	\$3,713,442	89	\$12,339	\$11,925	-3.4%	\$1,069,939
541410	Interior design services	\$3,706,924	106	\$18,836	\$19,099	1.4%	\$2,032,632
712110	Museums	\$3,507,524	51	\$35,424	\$29,488	-16.8%	\$1,512,098
711130	Musical groups and artists	\$3,467,539	93	\$10,835	\$13,325	23.0%	\$1,242,436
711110	Theater companies and dinner theaters	\$3,199,815	107	\$7,121	\$10,789	51.5%	\$1,163,730
511130	Book publishers	\$3,080,746	27	\$19,187	\$23,711	23.6%	\$646,480
611610	Fine arts schools (private)	\$3,009,011	373	\$4,660	\$4,433	-4.9%	\$1,653,600
519130	Internet publishing and broadcasting and web search portals	\$2,907,479	33	\$31,177	\$28,893	-7.3%	\$965,020
711310	Promoters of performing arts, sports, and similar events with facilities	\$2,788,763	40	\$12,584	\$18,970	50.7%	\$769,745
541922	Commercial photography	\$2,770,071	75	\$19,057	\$17,568	-7.8%	\$1,326,118

811420	Reupholstery and furniture repair	\$2,472,125	50	\$24,372	\$26,950	10.6%	\$1,369,259
453920	Art dealers	\$2,463,814	66	\$15,372	\$13,750	-10.6%	\$909,701
515111	Radio networks	\$2,369,467	9	\$49,775	\$52,159	4.8%	\$473,340
327212	Other pressed and blown glass and glassware manufacturing	\$2,192,398	11	\$48,156	\$51,409	6.8%	\$600,033
722330	Mobile food services *	\$1,777,466	50	\$20,990	\$21,986	4.7%	\$1,116,459
512240	Sound recording studios	\$1,776,071	15	\$15,921	\$17,883	12.3%	\$268,684
541420	Industrial design services	\$1,345,569	32	\$24,333	\$22,708	-6.7%	\$731,089
327110	Pottery, ceramics, and plumbing fixture manufacturing	\$1,103,013	20	\$23,918	\$20,783	-13.1%	\$422,236
323120	Support activities for printing	\$1,036,371	13	\$41,370	\$36,790	-11.1%	\$504,212
511199	All other publishers	\$959,233	7	\$37,456	\$22,548	-39.8%	\$164,036
541490	Other specialized design services	\$806,763	24	\$19,414	\$18,341	-5.5%	\$442,935
711120	Dance companies	\$725,609	28	\$4,197	\$8,715	107.6%	\$251,563
541340	Drafting services	\$689,890	18	\$21,359	\$18,720	-12.4%	\$339,339
512191	Teleproduction and other post-production services	\$665,478	6	\$30,326	\$26,259	-13.4%	\$167,571
812921	Photofinishing laboratories (except one-hour)	\$564,461	15	\$20,591	\$20,832	1.2%	\$313,511
512230	Music publishers	\$481,994	1	\$67,548	\$52,882	-21.7%	\$74,795
711190	Other performing arts companies	\$417,163	12	\$12,956	\$12,302	-5.0%	\$148,656
337212	Custom architectural woodwork and millwork manufacturing	\$375,173	4	\$19,672	\$21,633	10.0%	\$86,690
512290	Other sound recording industries	\$277,388	2	\$23,872	\$19,034	-20.3%	\$42,317
339992	Musical instrument manufacturing	\$168,427	2	\$26,230	\$27,895	6.3%	\$57,938
812922	One-hour photofinishing	\$104,490	5	\$12,132	\$10,822	-10.8%	\$57,984
512199	Other motion picture and video industries	\$61,094	0	\$25,381	\$25,828	1.8%	\$16,559
323117	Books printing	\$0	0	\$0	\$0	0.0%	\$0
511191	Greeting card publishers	\$0	0	\$0	\$0	0.0%	\$0
512120	Motion picture and video distribution	\$0	0	\$0	\$0	0.0%	\$0
519120	Libraries and archives	\$0	0	\$0	\$0	0.0%	\$0

Creative Industries – Ingham County

NAICS Code	Industry	Sales 2016	Jobs 2016	Earnings per job 2015	Earnings per job 2016	% Change of Earnings per Job	Total Earnings
511210	Software publishers	\$194,516,531	607	\$72,159	\$90,387	25.3%	\$54,888,416
515120	Television broadcasting	\$97,554,125	346	\$68,683	\$62,766	-8.6%	\$21,749,324
311920	Coffee and tea manufacturing *	\$45,400,797	89	\$51,853	\$63,071	21.6%	\$5,654,000
515112	Radio stations	\$44,949,715	180	\$52,426	\$53,199	1.5%	\$9,621,625
323111	Commercial printing (except screen and books)	\$42,699,324	324	\$44,826	\$45,115	0.6%	\$14,651,918
813410	Civic and social organizations	\$36,634,805	963	\$21,345	\$23,041	7.9%	\$22,189,291
451140	Musical instrument and supplies stores	\$34,149,203	427	\$29,440	\$28,752	-2.3%	\$12,290,451
512110	Motion picture and video production	\$22,458,690	79	\$78,103	\$70,226	-10.1%	\$5,575,508
541810	Advertising agencies	\$21,421,211	106	\$63,431	\$68,292	7.7%	\$7,304,210
519110	News syndicates	\$19,651,677	69	\$102,587	\$147,633	43.9%	\$10,249,081
711510	Independent artists, writers, and performers	\$18,493,913	1,266	\$8,697	\$9,325	7.2%	\$11,806,491
453310	Used merchandise stores	\$16,464,514	300	\$20,719	\$19,675	-5.0%	\$5,916,152
451211	Book stores	\$14,328,876	296	\$19,189	\$16,824	-12.3%	\$4,992,561
511120	Periodical publishers	\$13,440,645	128	\$31,274	\$33,626	7.5%	\$4,324,413
711320	Promoters of performing arts, sports, and similar events without facilities	\$12,263,342	94	\$36,859	\$34,642	-6.0%	\$3,272,067
443142	Electronic stores	\$12,072,032	85	\$44,949	\$47,948	6.7%	\$4,111,783
448310	Jewelry stores	\$10,873,215	124	\$29,642	\$31,222	5.3%	\$3,880,977
238150	Glass and glazing contractors	\$10,747,108	71	\$57,774	\$60,975	5.5%	\$4,330,007
423940	Jewelry, watch, precious stone, and precious metal merchant wholesalers	\$9,449,423	56	\$58,149	\$59,246	1.9%	\$3,329,504
541430	Graphic design services	\$8,373,018	176	\$26,811	\$25,769	-3.9%	\$4,554,504
541921	Photography studios, portrait	\$8,025,757	213	\$18,273	\$17,385	-4.9%	\$3,714,264
511110	Newspaper publishers	\$7,671,893	71	\$47,555	\$45,447	-4.4%	\$3,265,411
312120	Breweries *	\$7,549,456	34	\$45,317	\$22,831	-49.6%	\$783,001
541310	Architectural services	\$7,335,932	66	\$56,990	\$55,091	-3.3%	\$3,642,057
712120	Historical sites	\$6,839,059	59	\$44,619	\$49,883	11.8%	\$2,957,038

424920	Book, periodical, and newspaper merchant wholesalers	\$6,580,517	65	\$34,376	\$34,728	1.0%	\$2,280,932
541890	Other services related to advertising	\$6,212,074	41	\$44,888	\$49,811	11.0%	\$2,057,228
451130	Sewing, needlework, and piece goods stores	\$6,058,749	123	\$15,203	\$17,700	16.4%	\$2,179,542
323113	Commercial screen printing	\$5,494,804	68	\$26,452	\$27,626	4.4%	\$1,882,207
512131	Motion picture theaters (except drive-ins)	\$5,151,231	109	\$12,801	\$12,290	-4.0%	\$1,351,627
453110	Florists	\$4,517,694	103	\$15,495	\$15,644	1.0%	\$1,621,274
339910	Jewelry and silverware manufacturing	\$4,277,971	34	\$38,689	\$36,376	-6.0%	\$1,261,348
541850	Display advertising	\$3,569,261	31	\$33,378	\$36,386	9.0%	\$1,129,854
515210	Cable and other subscription programming	\$3,381,329	3	\$107,321	\$116,945	9.0%	\$375,178
711130	Musical groups and artists	\$3,195,434	65	\$13,186	\$17,471	32.5%	\$1,144,424
712110	Museums	\$3,188,222	47	\$34,893	\$29,003	-16.9%	\$1,374,344
711110	Theater companies and dinner theaters	\$3,098,704	100	\$7,386	\$11,237	52.1%	\$1,126,919
711410	Agents and managers for artists, athletes, entertainers, and other public figures	\$2,928,889	67	\$11,030	\$12,396	12.4%	\$842,399
332323	Ornamental and architectural metal work manufacturing	\$2,916,129	16	\$38,355	\$47,318	23.4%	\$796,014
511130	Book publishers	\$2,909,004	23	\$20,940	\$26,092	24.6%	\$608,350
541320	Landscape architectural services	\$2,843,799	60	\$25,101	\$23,257	-7.3%	\$1,401,730
541410	Interior design services	\$2,827,881	79	\$18,995	\$19,501	2.7%	\$1,549,123
541860	Direct mail advertising	\$2,717,356	26	\$53,613	\$34,786	-35.1%	\$912,585
611610	Fine arts schools (private)	\$2,494,623	289	\$4,920	\$4,740	-3.7%	\$1,369,807
515111	Radio networks	\$2,301,161	8	\$53,287	\$56,130	5.3%	\$458,378
541922	Commercial photography	\$2,207,053	61	\$18,071	\$17,047	-5.7%	\$1,056,432
327212	Other pressed and blown glass and glassware manufacturing	\$2,192,398	11	\$48,156	\$51,409	6.8%	\$600,033
711310	Promoters of performing arts, sports, and similar events with facilities	\$2,169,510	27	\$12,348	\$21,337	72.8%	\$594,120
519130	Internet publishing and broadcasting and web search portals	\$1,871,953	14	\$40,566	\$39,618	-2.3%	\$586,196
453920	Art dealers	\$1,601,410	42	\$16,221	\$14,029	-13.5%	\$590,980
512240	Sound recording studios	\$1,284,111	10	\$14,199	\$17,862	25.8%	\$193,983

811420	Reupholstery and furniture repair	\$1,112,671	22	\$25,572	\$27,878	9.0%	\$616,673
722330	Mobile food services *	\$1,074,361	28	\$21,554	\$23,427	8.7%	\$677,567
327110	Pottery, ceramics, and plumbing fixture manufacturing	\$553,046	10	\$22,289	\$20,783	-6.8%	\$211,707
512191	Teleproduction and other postproduction services	\$506,275	4	\$34,051	\$26,414	-22.4%	\$123,787
511199	All other publishers	\$417,565	4	\$44,078	\$18,603	-57.8%	\$81,357
541420	Industrial design services	\$379,200	11	\$20,027	\$18,261	-8.8%	\$206,794
711190	Other performing arts companies	\$362,605	8	\$14,335	\$15,467	7.9%	\$129,233
711120	Dance companies	\$321,369	14	\$4,411	\$7,810	77.0%	\$110,470
541490	Other specialized design services	\$315,306	11	\$16,240	\$15,466	-4.8%	\$174,952
812921	Photofinishing laboratories (except one-hour)	\$288,800	10	\$15,299	\$15,313	0.1%	\$160,404
323120	Support activities for printing	\$236,515	5	\$25,863	\$23,691	-8.4%	\$119,217
541340	Drafting services	\$233,821	8	\$14,945	\$14,079	-5.8%	\$116,963
337212	Custom architectural woodwork and millwork manufacturing	\$194,951	2	\$14,942	\$21,037	40.8%	\$45,047
512290	Other sound recording industries	\$178,580	1	\$16,630	\$17,376	4.5%	\$27,244
512230	Music publishers	\$102,195	0	\$25,980	\$22,998	-11.5%	\$15,858
339992	Musical instrument manufacturing	\$100,493	1	\$25,048	\$26,292	5.0%	\$34,569
512199	Other motion picture and video industries	\$61,094	0	\$25,381	\$25,828	1.8%	\$16,559
812922	One-hour photofinishing	\$60,704	4	\$9,301	\$8,210	-11.7%	\$33,686
323117	Books printing	\$0	0	\$0	\$0	0.0%	\$0
511191	Greeting card publishers	\$0	0	\$0	\$0	0.0%	\$0
512120	Motion picture and video distribution	\$0	0	\$0	\$0	0.0%	\$0
519120	Libraries and archives	\$0	0	\$0	\$0	0.0%	\$0

Creative Industries – Clinton County

NAICS Code	Industry	Sales 2016	Jobs 2016	Earnings per job 2015	Earnings per job 2016	% Change of Earnings per Job	Total Earnings
323111	Commercial printing (except screen and books)	\$89,800,290	591	\$50,999	\$52,053	2.1%	\$30,764,078
323113	Commercial screen printing	\$9,233,276	73	\$51,712	\$43,178	-16.5%	\$3,154,071
541850	Display advertising	\$9,067,566	42	\$68,990	\$64,730	-6.2%	\$2,757,575
312120	Breweries *	\$3,566,529	8	\$49,901	\$45,641	-8.5%	\$365,442
332323	Ornamental and architectural metal work manufacturing	\$3,091,533	11	\$68,582	\$71,621	4.4%	\$843,327
423940	Jewelry, watch, precious stone, and precious metal merchant wholesalers	\$2,577,956	19	\$52,020	\$48,591	-6.6%	\$933,783
541860	Direct mail advertising	\$2,358,041	14	\$31,948	\$53,691	68.1%	\$796,517
541890	Other services related to advertising	\$1,761,509	13	\$37,935	\$44,324	16.8%	\$607,781
448310	Jewelry stores	\$1,743,153	16	\$45,021	\$37,456	-16.8%	\$625,013
711510	Independent artists, writers, and performers	\$1,740,561	163	\$11,075	\$6,830	-38.3%	\$1,113,895
541921	Photography studios, portrait	\$1,412,443	36	\$16,639	\$17,249	3.7%	\$669,948
424920	Book, periodical, and newspaper merchant wholesalers	\$1,324,467	4	\$45,681	\$97,710	113.9%	\$486,291
453310	Used merchandise stores	\$1,279,878	29	\$15,645	\$15,617	-0.2%	\$464,050
541320	Landscape architectural services	\$1,229,323	10	\$53,595	\$56,212	4.9%	\$612,469
453110	Florists	\$1,165,601	14	\$30,266	\$28,813	-4.8%	\$423,945
541810	Advertising agencies	\$833,084	6	\$34,008	\$47,600	40.0%	\$291,189
541430	Graphic design services	\$807,739	23	\$20,653	\$18,837	-8.8%	\$444,402
511110	Newspaper publishers	\$772,849	16	\$47,128	\$19,540	-58.5%	\$330,275
515112	Radio stations	\$646,227	6	\$21,328	\$20,426	-4.2%	\$139,829
512110	Motion picture and video production	\$643,769	7	\$25,381	\$24,757	-2.5%	\$177,637
443142	Electronic stores	\$551,727	6	\$30,654	\$31,784	3.7%	\$191,669
811420	Reupholstery and furniture repair	\$542,807	10	\$21,663	\$29,835	37.7%	\$299,972
323120	Support activities for printing	\$527,393	4	\$65,966	\$53,748	-18.5%	\$252,185
511199	All other publishers	\$487,626	1	\$0	\$0	0.0%	\$0
541310	Architectural services	\$440,881	3	\$61,280	\$63,953	4.4%	\$219,643
327110	Pottery, ceramics, and plumbing fixture manufacturing	\$408,256	7	\$27,452	\$20,783	-24.3%	\$156,281

711120	Dance companies	\$401,095	13	\$4,428	\$10,468	136.4%	\$139,946
813410	Civic and social organizations	\$386,064	30	\$8,980	\$7,852	-12.6%	\$237,810
541490	Other specialized design services	\$300,866	8	\$20,814	\$18,809	-9.6%	\$166,940
711410	Agents and managers for artists, athletes, entertainers, and other public figures	\$285,284	8	\$16,286	\$9,717	-40.3%	\$82,740
519130	Internet publishing and broadcasting and web search portals	\$251,778	4	\$22,384	\$20,358	-9.0%	\$92,107
711310	Promoters of performing arts, sports, and similar events with facilities	\$233,275	4	\$4,731	\$13,945	194.8%	\$64,387
541410	Interior design services	\$219,096	6	\$21,308	\$19,221	-9.8%	\$120,512
611610	Fine arts schools (private)	\$218,471	31	\$4,281	\$3,838	-10.3%	\$120,533
541922	Commercial photography	\$197,627	4	\$23,570	\$19,943	-15.4%	\$94,663
541340	Drafting services	\$181,920	2	\$40,201	\$41,355	2.9%	\$91,001
453920	Art dealers	\$175,025	6	\$9,147	\$9,538	4.3%	\$64,597
722330	Mobile food services *	\$163,498	5	\$21,081	\$17,915	-15.0%	\$102,023
451130	Sewing, needlework, and piece goods stores	\$136,368	8	\$7,008	\$5,555	-20.7%	\$49,206
512131	Motion picture theaters (except drive-ins)	\$122,498	1	\$25,381	\$25,828	1.8%	\$32,589
711320	Promoters of performing arts, sports, and similar events without facilities	\$116,333	6	\$8,164	\$5,135	-37.1%	\$33,348
512191	Teleproduction and other postproduction services	\$103,195	1	\$25,381	\$25,828	1.8%	\$28,381
451140	Musical instrument and supplies stores	\$101,770	1	\$17,642	\$21,357	21.1%	\$37,048
311920	Coffee and tea manufacturing *	\$71,614	0	\$14,083	\$10,976	-22.1%	\$8,929
541420	Industrial design services	\$70,500	2	\$20,030	\$18,276	-8.8%	\$38,447
812921	Photofinishing laboratories (except one-hour)	\$60,581	1	\$24,940	\$24,537	-1.6%	\$33,648
238150	Glass and glazing contractors	\$55,888	0	\$22,290	\$23,003	3.2%	\$22,624
711130	Musical groups and artists	\$52,692	4	\$6,585	\$3,924	-40.4%	\$18,980
711110	Theater companies and dinner theaters	\$42,004	2	\$3,877	\$5,228	34.8%	\$15,292
511210	Software publishers	\$39,604	1	\$6,936	\$6,874	-0.9%	\$12,659

511120	Periodical publishers	\$39,518	1	\$10,149	\$9,443	-7.0%	\$13,218
512240	Sound recording studios	\$29,036	0	\$28,838	\$10,170	-64.7%	\$4,034
711190	Other performing arts companies	\$17,687	0	\$8,773	\$6,391	-27.2%	\$6,304
511130	Book publishers	\$14,870	0	\$5,201	\$5,556	6.8%	\$3,301
515120	Television broadcasting	\$12,786	0	\$2,931	\$2,974	1.5%	\$2,864
323117	Books printing	\$0	0	\$0	\$0	0.0%	\$0
327212	Other pressed and blown glass and glassware manufacturing	\$0	0	\$0	\$0	0.0%	\$0
337212	Custom architectural woodwork and millwork manufacturing	\$0	0	\$0	\$0	0.0%	\$0
339910	Jewelry and silversware manufacturing	\$0	0	\$0	\$0	0.0%	\$0
339992	Musical instrument manufacturing	\$0	0	\$0	\$0	0.0%	\$0
451211	Book stores	\$0	0	\$0	\$0	0.0%	\$0
511191	Greeting card publishers	\$0	0	\$0	\$0	0.0%	\$0
512120	Motion picture and video distribution	\$0	0	\$0	\$0	0.0%	\$0
512199	Other motion picture and video industries	\$0	0	\$0	\$0	0.0%	\$0
512230	Music publishers	\$0	0	\$0	\$0	0.0%	\$0
512290	Other sound recording industries	\$0	0	\$0	\$0	0.0%	\$0
515111	Radio networks	\$0	0	\$0	\$0	0.0%	\$0
515210	Cable and other subscription programming	\$0	0	\$0	\$0	0.0%	\$0
519110	News syndicates	\$0	0	\$0	\$0	0.0%	\$0
519120	Libraries and archives	\$0	0	\$0	\$0	0.0%	\$0
712110	Museums	\$0	0	\$0	\$0	0.0%	\$0
712120	Historical sites	\$0	0	\$0	\$0	0.0%	\$0
812922	One-hour photofinishing	\$0	0	\$0	\$0	0.0%	\$0

Creative Industries – Eaton County

NAICS Code	Industry	Sales 2016	Jobs 2016	Earnings per job 2015	Earnings per job 2016	% Change of Earnings per Job	Total Earnings
511210	Software publishers	\$10,003,354	43	\$63,010	\$65,367	3.7%	\$2,836,439
323111	Commercial printing (except screen and books)	\$7,846,264	51	\$52,675	\$52,309	-0.7%	\$2,690,256
443142	Electronic stores	\$7,800,292	54	\$44,056	\$48,802	10.8%	\$2,651,852
311920	Coffee and tea manufacturing *	\$7,126,569	14	\$55,860	\$61,918	10.8%	\$886,791
453310	Used merchandise stores	\$6,391,615	120	\$19,599	\$19,134	-2.4%	\$2,314,587
813410	Civic and social organizations	\$3,761,083	45	\$44,868	\$50,354	12.2%	\$2,280,296
511110	Newspaper publishers	\$3,103,097	57	\$31,436	\$23,050	-26.7%	\$1,327,639
541310	Architectural services	\$3,028,063	26	\$56,896	\$55,714	-2.1%	\$1,497,750
451130	Sewing, needlework, and piece goods stores	\$2,893,913	66	\$15,002	\$15,799	5.3%	\$1,043,731
423940	Jewelry, watch, precious stone, and precious metal merchant wholesalers	\$2,763,001	23	\$44,560	\$44,795	0.5%	\$1,040,544
443310	Jewelry stores	\$2,705,284	32	\$26,889	\$30,102	11.9%	\$964,932
541921	Photography studios, portrait	\$2,125,533	64	\$14,605	\$15,672	7.3%	\$1,009,381
451140	Musical instrument and supplies stores	\$2,071,683	26	\$18,568	\$28,207	51.9%	\$746,209
711510	Independent artists, writers, and performers	\$1,914,580	240	\$7,785	\$5,212	-33.1%	\$1,255,803
541320	Landscape architectural services	\$1,786,300	18	\$48,436	\$47,863	-1.2%	\$891,839
323113	Commercial screen printing	\$1,170,899	11	\$34,383	\$34,100	-0.8%	\$402,136
453110	Florists	\$1,109,413	25	\$14,695	\$15,821	7.7%	\$397,970
711320	Promoters of performing arts, sports, and similar events without facilities	\$1,036,247	20	\$15,073	\$14,409	-4.4%	\$297,050
512110	Motion picture and video production	\$1,008,634	10	\$27,991	\$26,750	-4.4%	\$271,121
541430	Graphic design services	\$915,815	26	\$20,770	\$18,920	-8.9%	\$503,863
541420	Industrial design services	\$895,869	18	\$27,207	\$25,887	-4.9%	\$485,847
515112	Radio stations	\$858,321	17	\$9,402	\$10,597	12.7%	\$189,993
811420	Reupholstery and furniture repair	\$816,647	18	\$23,774	\$24,292	2.2%	\$452,614
519130	Internet publishing and broadcasting and web search portals	\$783,748	14	\$22,392	\$20,365	-9.1%	\$286,716
541810	Advertising agencies	\$717,062	6	\$31,695	\$36,386	14.8%	\$254,676

453920	Art dealers	\$687,379	17	\$15,736	\$14,721	-6.4%	\$254,124
541410	Interior design services	\$659,947	20	\$17,445	\$17,522	0.4%	\$362,998
722330	Mobile food services *	\$539,607	16	\$19,447	\$20,842	7.2%	\$336,869
451211	Book stores	\$518,344	11	\$23,434	\$15,514	-33.8%	\$183,049
711410	Agents and managers for artists, athletes, entertainers, and other public figures	\$499,269	13	\$16,442	\$10,929	-33.5%	\$144,801
512240	Sound recording studios	\$462,924	3	\$19,572	\$18,758	-4.2%	\$70,667
424920	Book, periodical, and newspaper merchant wholesalers	\$438,383	3	\$56,403	\$49,018	-13.1%	\$160,957
515210	Cable and other subscription programming	\$412,106	1	\$30,572	\$33,314	9.0%	\$45,726
541890	Other services related to advertising	\$404,177	3	\$36,024	\$36,758	2.0%	\$140,330
711310	Promoters of performing arts, sports, and similar events with facilities	\$385,978	8	\$18,481	\$13,709	-25.8%	\$111,238
238150	Glass and glazing contractors	\$380,015	6	\$22,260	\$22,822	2.5%	\$153,832
512230	Music publishers	\$379,799	0	\$101,431	\$81,313	-19.8%	\$58,937
541922	Commercial photography	\$365,391	8	\$23,621	\$19,969	-15.5%	\$175,022
511120	Periodical publishers	\$334,877	9	\$14,304	\$11,760	-17.8%	\$111,096
712110	Museums	\$319,302	3	\$47,584	\$35,385	-25.6%	\$137,753
312120	Breweries *	\$298,506	0	\$55,561	\$40,927	-26.3%	\$31,602
611610	Fine arts schools (private)	\$295,917	52	\$3,449	\$3,104	-10.0%	\$163,260
512131	Motion picture theaters (except drive-ins)	\$284,394	19	\$4,392	\$3,757	-14.5%	\$74,918
541340	Drafting services	\$274,149	7	\$22,935	\$17,244	-24.8%	\$131,374
323120	Support activities for printing	\$272,463	3	\$28,583	\$33,363	16.7%	\$132,809
711130	Musical groups and artists	\$219,413	22	\$5,176	\$3,452	-33.3%	\$79,033
812921	Photofinishing laboratories (except one-hour)	\$215,080	3	\$36,001	\$37,292	3.6%	\$119,459
541490	Other specialized design services	\$190,591	3	\$25,213	\$25,498	1.1%	\$101,043
337212	Custom architectural woodwork and millwork manufacturing	\$180,222	1	\$25,297	\$22,318	-11.8%	\$41,643
515120	Television broadcasting	\$164,800	2	\$12,904	\$13,095	1.5%	\$36,913
511130	Book publishers	\$156,872	3	\$9,687	\$10,381	7.2%	\$34,828
541850	Display advertising	\$144,613	1	\$37,446	\$40,351	7.8%	\$50,413
339910	Jewelry and silverware manufacturing	\$142,700	1	\$31,096	\$31,540	1.4%	\$43,256
327110	Pottery, ceramics, and plumbing fixture manufacturing	\$141,711	2	\$22,398	\$20,783	-7.2%	\$54,247

512290	Other sound recording industries	\$98,808	0	\$34,546	\$22,998	-33.4%	\$15,074
541860	Direct mail advertising	\$88,678	0	\$38,291	\$40,123	4.8%	\$30,817
515111	Radio networks	\$68,306	0	\$15,057	\$16,469	9.4%	\$14,962
339992	Musical instrument manufacturing	\$67,934	0	\$28,342	\$30,660	8.2%	\$23,369
711110	Theater companies and dinner theaters	\$59,107	4	\$3,401	\$4,627	36.1%	\$21,519
512191	Teleproduction and other post-production services	\$56,008	0	\$25,381	\$25,828	1.8%	\$15,403
511199	All other publishers	\$54,042	1	\$11,513	\$11,690	1.5%	\$13,830
812922	One-hour photofinishing	\$43,786	1	\$21,455	\$19,363	-9.8%	\$24,298
711190	Other performing arts companies	\$36,871	2	\$8,147	\$4,785	-41.3%	\$13,120
711120	Dance companies	\$3,145	1	\$1,140	\$850	-25.4%	\$1,147
323117	Books printing	\$0	0	\$0	\$0	0.0%	\$0
327212	Other pressed and blown glass and glassware manufacturing	\$0	0	\$0	\$0	0.0%	\$0
332323	Ornamental and architectural metal work manufacturing	\$0	0	\$0	\$0	0.0%	\$0
511191	Greeting card publishers	\$0	0	\$0	\$0	0.0%	\$0
512120	Motion picture and video distribution	\$0	0	\$0	\$0	0.0%	\$0
512199	Other motion picture and video industries	\$0	0	\$0	\$0	0.0%	\$0
519110	News syndicates	\$0	0	\$0	\$0	0.0%	\$0
519120	Libraries and archives	\$0	0	\$0	\$0	0.0%	\$0
712120	Historical sites	\$0	0	\$0	\$0	0.0%	\$0

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