



IMAGINE

2020

• DENVER'S CULTURAL PLAN •

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MESSAGE FROM THE MAYOR

With great pride in our city and excitement about its future, it is my sincere pleasure to present **IMAGINE 2020: Denver's Cultural Plan.**

Arts, culture and creativity help define our city. From the small galleries along the Art District on Santa Fe to the Big Blue Bear peering inside the Colorado Convention Center, art charms Denver's residents and visitors alike. From a trio performing at a bar on South Broadway, to a headlining band stirring a sold out crowd at Red Rocks Amphitheatre, artists, too, add to Denver's unique identity.

Denver's creative community is very much a part of our global competitiveness. **IMAGINE 2020** is Denver's first cultural plan since 1989 and will provide our city with a renewed sense of direction in the promotion of arts, culture and creativity. Whether it's for support for arts education in Denver Public Schools, increasing access to cultural events directly in your neighborhood or creatively energizing our public life, this plan is brimming with positive ideas and goals that will elevate Denver's standing as an international cultural destination.

IMAGINE 2020 is a plan *for Denver, by Denver*. We asked you to imagine what the future of arts, culture and creativity in Denver should look like and thousands of you told us. At community meetings, neighborhood events, on the phone and online, you told us that Denver is an arts town, and that you want to see more of it in your daily lives.

Through your thoughts and input, we have crafted a shared vision for Denver's artistic, cultural and creative future. Thank you to all those who participated in making the **IMAGINE 2020** project come to life, and thank you to the many more who will participate in implementing the plan and continuing to make our city great.

Respectfully,

Mayor Michael B. Hancock
 City and County of Denver

MESSAGE FROM ARTS & VENUES

The best part about writing a cultural plan is hearing people tell you how much they love our city. Arts and culture make this city great, we were told. They make the city thrive and its residents proud. And those residents want more.

We asked people all over Denver, from all walks of life, to imagine what the future of arts, culture and creativity in our city might look like. It was a daunting process, but the effort paid off. Hearing from so many people who are so passionate about their city was exhilarating. We affirmed that Denver has a strong artistic and cultural foundation, and that we should waste no time building upon it.

IMAGINE 2020 is Denver's first cultural plan since 1989 and we are very proud of it. The plan will help guide our resources, support and direction for the area's arts and culture in all their many forms. Denver's current foundation would not exist without the collective contribution of the makers, doers and creators who have committed to making Denver a great city for arts, culture and creativity. **IMAGINE 2020: Denver's Cultural Plan** reflects the vision, goals and aspirations of everyone who contributed their ideas during the planning process.

Now, we all have the responsibility of leadership going forward. As stewards of this plan, Denver Arts & Venues will continue to promote it, nurture it and help implement it throughout the coming years. But it is only with community support and with the continued passion of all of us who see the role arts and culture play in making a great city that the implementation of this plan will be successful. The process of developing this plan took the whole community, and the process of implementing it throughout the next seven years will take a communitywide effort as well.

Please, read on to learn more about our collective vision of the future of arts, culture and creativity in Denver and how you can help bring this plan to life. All are invited to help lift Denver to an even higher level of achievement for our artistic community and creative sector businesses.



Kent Rice
Executive Director, Denver Arts & Venues



Ginger White Brunetti
Deputy Director, Denver Arts & Venues

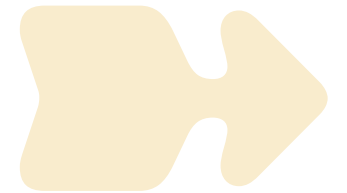


DENVER ARTS & VENUES SEEKS TO ENHANCE DENVER'S QUALITY OF LIFE AND ECONOMIC VITALITY THROUGH PREMIER PUBLIC VENUES, ARTS AND ENTERTAINMENT OPPORTUNITIES.

The agency operates some of the region's most renowned facilities, including Red Rocks Park & Amphitheatre, the Denver Performing Arts Complex, Colorado Convention Center, Denver Coliseum and McNichols Civic Center Building. Arts & Venues also oversees the Denver Public Art program, Create Denver economic development initiative, Youth One Book, One Denver literacy program, and entertainment and cultural events such as the Five Points Jazz Festival.



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“I WANT TO SHOW THE WORLD THAT THE ARTS MATTER IN DENVER; AND THAT EVERYONE MATTERS IN THE ARTS.”

Mayor Michael B. Hancock

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ALL IT TAKES IS FOCUS.



EXECUTIVE SUMMARY

It's no secret. Denver is an attractive and livable city with countless cultural assets and creative enterprises. Denver is known for its public art, downtown theatre district, indie music scene, art districts, creative sector businesses, and microbreweries and distilleries, to name a few features that make our city special.

Arts, culture and creativity contribute significantly to Denver's economy and quality of life by offering unique experiences to residents and visitors, creating jobs, attracting a talented workforce and strengthening the community. **IMAGINE 2020** embraces the full spectrum of people, activities and enterprises involved with arts, culture and creativity in Denver and recognizes the important role this sector plays in advancing the region's competitive advantage.

IMAGINE 2020 provides a strategic vision for arts, culture and creativity. It makes a call to action to city agencies, cultural institutions, businesses, civic leaders, neighborhood- and community-based organizations, and residents to make this collective vision a reality.

Created for Denver, by Denver

This community-based plan was created under the leadership of the Denver Commission on Cultural Affairs, the Stakeholder Leadership Group comprised of volunteer arts community leaders, and Denver Arts & Venues, the city agency responsible for stewarding the city's cultural assets and programs.

Denver residents shared their aspirations and priorities through public meetings, City Council-hosted community forums, the Mayor's Cabinet in the Community meetings, focus groups, outreach at festivals and fairs, input tools and surveys in both English and Spanish, and a custom website.

More than 5,000 people brought their voices to **IMAGINE 2020** and thousands more heard about it.

DENVER'S STRENGTHS

Denver has a strong foundation in place today.

» Denver residents participate in the arts at a far higher level than national rates, as reported by the National Endowment for the Arts. In the scientific public survey conducted for IMAGINE 2020, 66 percent of respondents had visited a museum and 56 percent had visited a gallery in the past 12 months. Only 21 percent of U.S. adults report visiting an art museum or gallery in the past 12 months.

» Overwhelmingly, Denver residents believe that arts, culture and creativity contribute to the vitality of the city. Eighty-seven percent of Denver residents believe that arts, culture and creativity contribute to Denver's economy, as reported in the scientific public survey conducted for the cultural plan. Additionally, 85 percent agree the sector attracts tourism. Eighty-one percent believe that arts, culture and creativity help develop active and unique neighborhoods.

» Denver residents believe that every Denver child should have access to arts education in school. More than 85 percent of Denver residents believe it is extremely important for children to have access to arts education.

» Denver residents want their city to cultivate local talent. More than 75 percent of Denverites surveyed believe it is extremely important that local creative talent stays and grows in Denver.

» Denver's creative sector consists of more than 3,600 creative enterprises and employs approximately 20,400 creative workers. The sector includes art and creative districts, more than 120 galleries and 160 performance venues, and approximately 180 film-related businesses.

» The creative sector is an economic driver for the Denver metropolitan area. Organizations funded by the Scientific & Cultural Facilities District generated a total of \$1.76 billion in economic activity and contributed \$527 million in direct economic impact within the seven-country metro area in 2011, with notable increases in many indicators since the 2009 study.

» Colorado is a leader in the creative industries, which include six creative sectors: design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. The creative sector is the fifth largest employment cluster in Colorado.



DENVER'S CHALLENGES

As Denver takes stock of its strengths, it is important to consider what will be crucial to advancing arts, culture and creativity through the 21st century.

» Residents don't participate in arts, culture and creativity as much as they would like. Sixty percent of respondents in the scientific public survey reported that they would like to participate more. This was especially true for Hispanics and African Americans. Interestingly, the number one barrier that people reported was lack of time.

» Public awareness of Denver's numerous and diverse offerings is lacking. This is true despite the plethora of resources provided by a multitude of organizations. The challenge is one of insufficient coordination of information and resources and the decline in media.

» Arts, culture and creativity are not equally distributed across Denver. While more than 90 percent of survey respondents reported that it would be easy to find arts, culture and creativity in Denver, only 56 percent reported that it would be easy to find them in their neighborhoods.

» Denver can do more to raise the city's profile as a cultural destination - and the profiles of its local artistic and creative talent. Respondents suggested raising the city's artistic profile will require common brand messages that are communicated consistently by all stakeholders committed to advancing the sector.

» Denver lacks policy-based financial supports and incentives to nurture Denver-based talent. The greatest challenge reported by professionals and business owners is the difficulty they face in building successful careers and sustaining financially healthy organizations in Denver.

» The scope, scale and impact of this economic sector are under-reported — and so are its needs. Advocates said that no organization collects data on all of the entities comprising this industry sector. Data is reported on nonprofits separately from for-profits at different times. Without hard data to make the case for the sector, it cannot access the resources and infrastructure necessary to support further growth, nor can this data be used to advance Denver's cultural brand identity and economic expansion.

» Leadership, particularly around policy and vision, is lacking in Denver's cultural landscape. Arts leaders pointed out that no single entity is looked to or tasked with advancing public policy for arts, culture and creativity in a strategic manner. City government can do more in partnership with leaders from across the city.

OUR COLLECTIVE VISION

Foundation of the Plan

More than seven months of public input built the foundation for **IMAGINE 2020**. Thousands of Denver residents shared heartfelt aspirations for their city, and those aspirations shaped the seven “Vision Elements” upon which the plan is built.

VISION 1 **Arts, culture and creativity are fully integrated into daily life, work and play in Denver.** Denver residents and visitors find art, culture and creativity everywhere they turn, from their neighborhoods to downtown and anyplace else they look. These are visible in daily settings, thus informing city planning, transportation, architecture, housing, public spaces, and more. Opportunities for surprise, delight and creative participation are varied and infused into everyday life for easy access and appreciation. Arts, culture and creativity thrive in Denver.

VISION 2 **Arts, culture and creativity are amplified in Denver – and amplify the city to the world.** Not only are Denver residents aware of the cultural breadth and depth of their city, but they are engaged and proud. We celebrate our history and heritage as we showcase current and emerging art forms. People regularly read about it, hear about it and experience it. Residents and visitors can easily learn what’s happening and how to partake in it. Not only do we vote “yes” on investments in our civic arts and cultural infrastructure, we line up at doors, fill up seats, and max out websites. This level of civic pride and critical cultural dialogue sends a message to the world about what Denver values. Art, culture and creativity are part of our identity and our DNA. We *art* Denver.

VISION 3 **Arts, culture and creativity are truly inclusive and accessible for all.** Denver is a model community demonstrating how cultural institutions, community and faith-based groups, city government, the business community, and individual citizens can come together to advance diversity and inclusion with lasting results. Strong public will and community leadership have forged an unshakeable commitment to address issues of cultural diversity, accessibility, social equity, and barriers to participation as they pertain to the arts and engagement. Arts, culture and creativity serve as both a social equalizer and a mode for authentic expression.

VISION 4 **Exposure, appreciation and participation in arts, culture and creativity span our lifetimes.** From formal, school-based programs in public and private schools to formal and informal education for all ages, the Denver community is rich in resources that encourage art appreciation and engagement as a lifelong adventure. Regardless of age, income or education, people can find the educational offerings to help reach new heights as artistic and creative individuals, or experience something new and inspiring. The positive ripple effects of creative learning and expression, from problem-solving to design, are apparent throughout the city.

DENVER HAS SET A BOLD SEVEN-PART VISION TO ACHIEVE IN SEVEN YEARS.

VISION 5 **Denver’s diverse artistic and creative professionals are locally cultivated and flourishing.** Denver is a great city for the arts, from emerging art forms and artists to established creative professionals and their enterprises. Our diverse individuals and institutions are celebrated and supported. Local talent is cultivated through professional development, financial support and recognition. We art Denver - we consume art produced here; we promote unique venues; and we support local creative businesses. The best minds come to Denver to create, collaborate and be showcased. Careers are born and made here. Creative pioneers are rewarded for their risk-taking. We take our cultural talent seriously and the rest of the world does, too.

VISION 6 **Denver’s economic vitality is accelerated by arts, culture and creativity.** Arts, culture and creativity are an essential component of Denver’s thriving economy, from arts and creative districts and creative industries to cultural tourism. The city embraces and nurtures creative industries. New public-private partnerships are forged to spur economic vitality and job creation. Resources and infrastructure are in place to leverage and invest in future financial prosperity. Denver tells the full story of economic impact of arts, culture and creativity across the nonprofit, for-profit and government sectors.

VISION 7 **Collective leadership is committed to high impact results across Denver.** Leaders across civic, business, government, and philanthropic sectors have joined together to pursue opportunities and address challenges for Denver. Shared commitment, pooled resources, and joint accountability achieve results otherwise unattainable. Information sharing, joint planning and collaborative programming define how we achieve results for our community. Along the way, we strengthen the network of relationships among individuals, organizations, and sectors. As a result, collective leadership advances arts, culture and creativity for Denver.

IMAGINE 2020 TOP PRIORITIES

IMAGINE 2020 includes more than 50 goals, 10 of which have been identified as imperatives to build momentum and achieve results.

- ➔ Support Denver Public Schools' arts education strategic plan
- ➔ Maximize Denver365.com website for residents and visitors
- ➔ Increase visibility of local artistic and creative talent
- ➔ Launch a public-private partnership with a focus on building the infrastructure necessary for 21st century cultural development and promotion
- ➔ Identify, inventory and rank availability of arts, culture and creativity in every neighborhood, noting cultural deserts
- ➔ Address barriers that limit participation such as affordability, transportation and other factors
- ➔ Increase availability of affordable and accessible live-work spaces for creative sector workers
- ➔ Launch an alliance of organizations committed to inclusiveness and engagement in arts and culture
- ➔ Inventory all arts, cultural, and creative enterprises for policy and messaging purposes
- ➔ Offer a "Culture Cash" gift card, with proceeds benefiting IMAGINE 2020 initiatives

PLEASE READ THE SEVEN "VISION ELEMENTS" FOR A FULL SET OF GOALS AND STRATEGIES. (PAGES 26-69)

IMAGINE 2020 AIMS TO INSPIRE PEOPLE, ENGAGE ORGANIZATIONS, SPARK NEW WAYS OF THINKING, STIMULATE COLLABORATIONS, AND COMPEL COLLECTIVE SOLUTIONS.

A cultural plan as comprehensive and ambitious as this one will require sustained collective effort from many people and organizations. Future success rests on its ability to remain relevant and useful as the city responds to new opportunities and unforeseen challenges. Strategically focused leadership and a commitment to collective impact are vital to achieving this bold vision in seven years.

IMAGINE 2020

• DENVER'S CULTURAL PLAN •

IMAGINE WHAT THE CITY CAN BECOME WHEN ARTS, CULTURE AND CREATIVITY ARE AVAILABLE TO ALL.

THEN PICTURE HOW BLOCK-BY-BLOCK, NEIGHBORHOOD-BY-NEIGHBORHOOD, FROM RED ROCKS AMPHITHEATRE TO DENVER INTERNATIONAL AIRPORT, OUR RESIDENTS' HEARTFELT ASPIRATIONS FOR ARTS AND CULTURE IN 2020 HAVE BEEN MADE REAL.

WE ART DENVER.

Denver has a strong artistic, cultural and creative scene fueled by exceptional leadership, singular bold moves and organic growth throughout the last quarter century. Denver attracts national and international attention for venues such as the Red Rocks Amphitheatre and events such as 2012's groundbreaking Yves Saint Laurent exhibit at the Denver Art Museum. The Scientific and Cultural Facilities District (SCFD) is a model for cities across the country – exemplifying a strong public commitment to arts and culture. Creative industries have demonstrated their significant economic contributions to building a more vibrant Denver.

From the city's unique neighborhood art and creative districts, public art collection and grassroots organizations advancing fashion, video production and culinary arts, Denver's cultural life is thriving. The city enjoys a large variety of festivals and fairs that embrace the outdoors while engaging Denverites and visitors with a diversity of art forms and cultural traditions. Denver received the 2012 World Festival & Event City Award for events like Denver Arts Week, Five Points Jazz Festival and many others. Creative entrepreneurs showcase their works and wares in craft shows and galleries, revitalize old industrial buildings as vibrant work spaces, and create exciting temporary ventures that pop up around the city.

Each of these elements plays a vital role in defining and advancing Denver's cultural identity. Collectively, these elements provide Denver the fundamentals to become even more renowned for arts, culture and creativity.

This foundation, however, exhibits some weaknesses: It is difficult for residents to learn about the many arts and cultural happenings. Denver residents want a resource that is easily accessible and mobile so they can better engage, and media coverage devoted to arts and culture, including critical reviews, is lacking. Additionally, while residents showed support for arts education by passing the 2012 mill levy for Denver Public Schools, they continue to voice concerns that not enough arts education is available in schools. People seeking job opportunities in the arts, culture and creative sectors can find it difficult to launch a career or sustain one. Finally, Denverites can do more to demonstrate support for local artists and institutions by purchasing their products and services and providing philanthropic support.

IMAGINE 2020 provides a strategic vision for arts, culture and creativity across the city. Designed for Denver by Denver through a community-engaged process that was inclusive, creative and data-driven, this cultural plan will inform, inspire and guide artistic growth and creative development across the city. It will serve as a guide for city government, in collaboration with community partners and engaged residents, to achieve its collective vision. A more vibrant, enjoyable and opportunity-filled Denver will be well-positioned to compete nationally and globally for years to come.

DENVER'S CULTURAL DEVELOPMENT

Prior to IMAGINE 2020, Denver's most recent official cultural plan was written in 1989. CulturalDenver: An Action Plan for the Development of the Cultural Environment of the City and County of Denver acknowledged that arts and culture were important to Denver as a community and recognized the role city government could play in advancing the sector. Mayor Federico Peña appointed a citizen committee to steward the cultural planning process under the direction of the Denver Commission on Cultural Affairs. Two cornerstones of the city's arts policy began under Peña: the Mayor's Awards for Excellence in the Arts and, in 1988, Denver's Public Art Program was established by Executive Order.

Denver has experienced significant growth in arts, culture and creativity since CulturalDenver. Citizen support for arts, culture and science led to the establishment of the The Scientific and Cultural Facilities District (SCFD) in 1989, a unique multi-county taxing district dedicated to funding arts, culture and science organizations and a cornerstone of Denver's cultural development. When he became Mayor in 1991, Wellington Webb created a cabinet-level agency committed to culture and established an ordinance that guarantees one percent of all municipal capital improvement projects of \$1 million or more be dedicated to public art.

The 1990s included the opening of the Colorado Convention Center, Denver International Airport, Coors Field and new main branch of the Denver Public Library. The high demand for arts and culture prompted additional major expansion of the city's cultural facilities, including the Denver Zoo, Denver Art Museum, Museum of Contemporary Art Denver, and Ellie Caulkins Opera House.

Mayor John Hickenlooper continued this trajectory of investment by expanding cultural programs, catalyzing the Clyfford Still Museum and with numerous bond projects dedicated to improving the city's cultural assets. In 2006, the city enjoyed the opening of Denver Art Museum's Hamilton Building, the same year that another icon celebrated its 100th anniversary - the National Western Stock Show. Mayor Guillermo "Bill" Vidal oversaw the merger of the division of Theatres & Arenas and the Denver Office of Cultural Affairs in 2011 to form Denver Arts & Venues (A&V).

Momentum has accelerated in recent years. In 2009, the SCFD celebrated 20 years and Denver Union Station began a \$480 million project to create a multimodal transit hub with hotel, offices and other amenities, as it connects downtown to Denver International Airport via commuter rail.

Mayor Michael B. Hancock continues to embrace arts, culture and creativity during his administration, most notably through his support of this cultural plan. His commitment to Denver being a world-class city where everyone matters has informed this cultural planning process and the plan. Denver has made further investments in cultural facilities with bond funding allocated to the McNichols Building, Boettcher Concert Hall, Red Rocks Amphitheatre and other cultural institutions.

In 2012, the McNichols Building opened with cultural programming. That same year the Denver Zoo achieved record-breaking attendance of more than 2 million visitors - the highest in the zoo's 117-year history - while 500,000 attended the 29th annual A Taste of Colorado in Civic Center Park.

In 2013, the Denver Botanic Gardens was the fifth most-visited public garden in the United States. It was also a year for transportation-related improvements to civic life as \$10 million was raised for the rehabilitation of the 16th Street Mall and the first multi-block, protected bicycle lane in Denver was installed on 15th Street.

As Denver takes stock of its cultural assets, it is important to recognize the public policies and achievements that have been instrumental in Denver's cultural development throughout the last 25 years. These plans and actions have demonstrated long-lasting, positive results for Denver.

MILESTONES IN DENVER'S CULTURAL DEVELOPMENT 1988-2015

The milestones below indicate significant achievements in arts, culture and creativity in Denver since 1988 and a few notable milestones that will occur by 2020.

1988

- ▶ *Denver's Public Art Program is established by Executive Order under Mayor Federico Peña*
- ▶ *Scientific & Cultural Facilities District (SCFD) is established*

1991

- ▶ *Establishment of the Mayor's Office of Art, Culture & Film, a cabinet-level agency*
- ▶ *First Cherry Creek Arts Festival*

1994

- ▶ *Museo de las Americas opens, the state's only Latin American museum*

1995

- ▶ *Denver International Airport opens*
- ▶ *Denver Public Library opens its new main branch*

2004

- ▶ *First Five Points Jazz Festival*

2005

- ▶ *Ellie Caulkins Opera House at the Denver Performing Arts Complex opens*
- ▶ *Sculpture entitled "I See What You Mean" is installed at the Colorado Convention Center and is immediately given the nickname the Big Blue Bear*

2006

- ▶ *Denver Art Museum's Hamilton Building opens*
- ▶ *National Western Stock Show celebrates 100 years*

2007

- ▶ *Museum of Contemporary Art Denver opens in its new facility at 15th and Delgany streets*
- ▶ *Denver International Film Festival celebrates 30 years*
- ▶ *First Denver Arts Week, a program of VISIT DENVER*

2008

- ▶ *"Mustang" sculpture is installed at Denver International Airport*

2011

- ▶ *Clyfford Still Museum opens*

2012

- ▶ *History Colorado Center opens*
- ▶ *McNichols Civic Center Building opens as an arts and events center*
- ▶ *State of Colorado certifies Art District on Santa Fe as a Creative District*

2013

- ▶ *Denver celebrates the 25th anniversary of the public art program*
- ▶ *Civic Center designated a National Historic Landmark*

2014

- ▶ *Redeveloped Denver Union Station scheduled to open*

2015

- ▶ *Denver International Airport's Hotel and Transit Center (2016) scheduled to open*

FOR DENVER, BY DENVER.

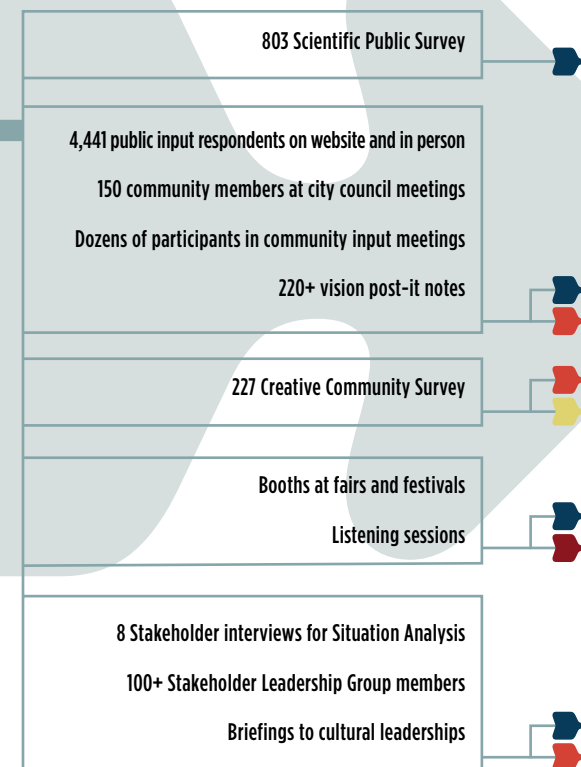
MORE THAN 5,000 PEOPLE HELPED CREATE IMAGINE 2020. THOUSANDS MORE HEARD ABOUT IT.

- ▶ Online engagement was facilitated through the ImagineDenver2020.org website
- ▶ Three meetings were held with the Mayor-appointed, 100-person Stakeholder Leadership Group
- ▶ An IMAGINE 2020 “community vision wall” inviting public input was hosted at the McNichols Building
- ▶ Presentations were made to Denver City Council and the Mayor’s Cabinet in the Community
- ▶ Five City Council District forums were hosted at Galvanize, Oriental Theater, Swallow Hill Music, Ross-University Hills Library, and Art Gym (during pre-development)
- ▶ Community input sessions were held with art and creative districts, Denver County Cultural Council, VISIT DENVER’s Cultural Tourism Committee, Impact Denver and Rocky Mountain Urban Leadership Symposium
- ▶ Public engagement activities were held at SCFD Free Days, RTD West Rail Line opening, First Friday Art Walks, Cinco de Mayo, Denver Recreation Centers, Downtown Denver Arts Festival, Juneteenth, Denver PrideFest and more
- ▶ A “Creative Community” reception was hosted by A&V at the McNichols Building
- ▶ A customized scientific survey was conducted with more than 200 creative community members identified by A&V
- ▶ Two bilingual community input tools were hosted on ImagineDenver2020.org. The first tool was designed to gather vision concepts and possible priorities. The second tool was designed to test emerging ideas and assess barriers to participation

- ▶ A bilingual written version of the second community input tool was administered at festivals and fairs during the summer and provided at Mi Casa Resource Center, Su Teatro and Cleo Parker Robinson Dance
- ▶ 11 listening sessions were hosted by A&V staff at the McNichols Building
- ▶ Presentations to boards of directors of arts and cultural organizations and other interested leadership groups by A&V staff included Colorado Ballet, Opera Colorado, Colorado Symphony Orchestra, Denver Center for the Performing Arts, Downtown Denver Partnership, Clyfford Still Museum, Denver Art Museum, Denver Foundation, Denver Museum of Nature & Science, SCFD, and Bonfils Stanton Foundation
- ▶ A scientific public survey of 800 Denver residents was conducted by telephone on landlines and cell phones
- ▶ Nine strategy focus groups were held with subject matter experts across business, government, civic, educational and arts organizations
- ▶ Public endorsement of the plan was gathered in-person and online



WHO WE HEARD FROM*



- ▶ 1,469 Facebook followers (A&V)
- ▶ 6,456 Twitter followers (A&V)
- ▶ 9,280 subscribers to The Link, a weekly e-newsletter published by A&V
- ▶ Articles in The Denver Post, Westword and neighborhood newspapers
- ▶ Channel 8 recordings of a community forum at the Oriental Theater and Nov. 4 community input meeting
- ▶ A Comcast Newsmakers interview and coverage on Univision
- ▶ Radio coverage on Colorado Public Radio and KUNC Community Radio



- ▶ Blogs written by Corona Insights, Denver Public Library, 5280, Colorado Convention Center and numerous engaged individuals
- ▶ Newsletters published by members of Denver City Council and various cultural organizations
- ▶ Digital signage at the Denver Performing Arts Complex, Colorado Convention Center and Red Rocks Amphitheatre
- ▶ Numerous print ads, bus sides, online and other media directed people to the IMAGINE 2020 website to participate in the online input tools
- ▶ Red Rocks’ Facebook and Twitter messages reached an additional 338,000 people

* Note: These numbers do not reflect the additional people reached through direct communications from organizations and individuals who spread the word about IMAGINE 2020 among their networks (e.g., Facebook, blogs, word of mouth, and email).

WHAT THEY HAD TO SAY



- ▶ Strongly Agree
- ▶ Somewhat Agree
- ▶ Neither Agree or Disagree
- ▶ Somewhat Disagree
- ▶ Strongly Disagree
- ▶ Don't Know

% IMPROVE DENVER'S NATIONAL REPUTATION



% INCREASE QUALITY OF LIFE AND LIVABILITY



% REPRESENT OUR DIVERSE COMMUNITIES



% CONTRIBUTE TO DENVER'S ECONOMY



% ATTRACT TOURISM



% PROVIDE OPPORTUNITIES FOR PEOPLE OF ALL AGES TO LEARN



% SUPPORT AND CREATE ACTIVE AND UNIQUE NEIGHBORHOODS

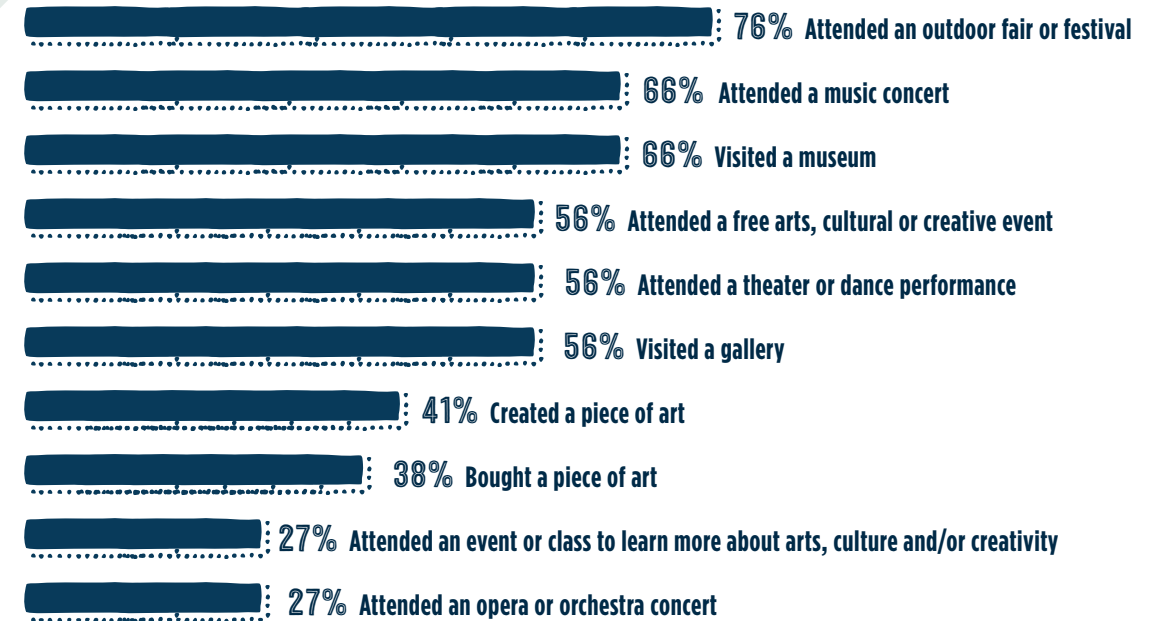


% BRING COMMUNITIES TOGETHER

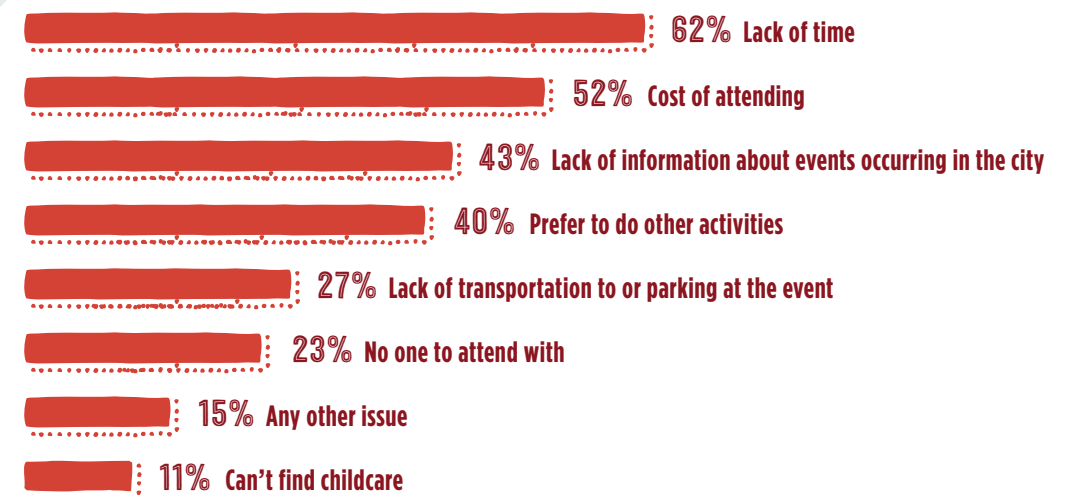


Source: Scientific Public Survey. Visit ImagineDenver2020.org for full report.

PARTICIPATION



BARRIERS TO PARTICIPATION



LOOKING TO THE FUTURE

Several large-scale demographic shifts, trends and infrastructure investments will impact Denver throughout the next seven years and inform IMAGINE 2020.

PEOPLE

Achieving Denver residents' expectations for increased access to arts, culture and creativity necessitates a look at demographic shifts. While looking toward the future, we can keep an eye on the past to examine the changes in Denver's population over time, and identify key growth markets.

The aging of the population is one growth market. Between 1990 and 2012, Denver's population grew by an average of 1.4 percent per year. However, the trailing-edge baby boomers are a bulge in the system, producing growth at nearly double that rate in their age bracket. The bulge of this population is currently in their 50s and early 60s, which means that the population of seniors will rise rapidly over the next decade.

Another growth sector is the Hispanic population, which has been growing at more than double the rate of the city as a whole. More than half of Denver's population growth throughout the last 20 years has been in the Hispanic population, and while there are many distinct segments to consider, the collective Hispanic category is now more than 30 percent of the city's population and still growing quickly.

The third growth market to consider is in the young adult population. Downtown Denver has become a magnet for 25-to-34-year-olds, as reported by the Downtown Denver Partnership (DDP), and is well-positioned to reap the economic benefits of attracting that generation. According to a Brookings Institute study cited in the DDP report, "Denver is now the #1 top gainer of 25 to 34 year olds with its amenities, highly educated population, active transportation and attractive urban center." It is interesting to contrast this trend with a Colorado-wide trend toward an aging population as described above.

PLACE

As evidenced from the public input gathered for the cultural plan, "quality of place" matters to people choosing to call Denver home, whatever their neighborhood. Thought leaders and experts in the field of community planning speak of "placemaking" - a philosophy and process for planning, designing and managing public spaces that promote health, happiness and well-being for the public as they capitalize on a community's assets. Quality of place provides today's competitive advantage for cities." Achieving quality of place requires a balance of environments (natural and built) combined with a variety of people and activities.

The concept of "quality of place" is apropos for Denver given the city's unique mix of built and natural environments, people and activities from the urban core of downtown to its neighborhoods. Arts, culture and creativity can do much to help make all of these places more life enhancing - and that can help further the city's competitive advantage globally.

TECHNOLOGY

Social media and online resources have influenced people to expect user-created experiences on smart phones and tablets. Younger people, especially, seek mobile, spontaneous and interactive experiences. In the age of "is there an app for that?" and crowd-sourced selection processes, city governments and arts organizations must assess their policies to further eliminate barriers to participate, embrace and support arts, culture and creativity.

Technology platforms change and improve routinely, so flexibility is required. Cities are evolving, too, as they welcome temporary exhibits, new venue uses and mobile art forms. The need to evolve to stay relevant amidst changing needs and expectations will continue through 2020.

FUNDING

Denver led the nation in 1989 when it obtained voter approval to establish the SCFD. This special tax district has directed hundreds of millions of dollars to approved 501(c)(3) organizations serving arts, culture and science missions. Ongoing support and voter reauthorization will be vital to supporting arts, culture and creativity in the seven-county Denver metro area.

New forms of funding have emerged recently that leverage technology and collective giving. More people are donating to causes and investing in businesses through online, crowd-sourced funding tools. Today's online methods for engaging investor and donor support democratize giving, allowing individuals of all income levels to participate. Denver can further strengthen the sector as it facilitates additional opportunities to give, invest and engage.

DATA

IMAGINE 2020 exists in the age of "big data." The need to harness data will become more prevalent as organizations are expected to collect it and then mine, analyze and use it routinely to inform decisions. That expectation applies to individual organizations and agencies as well as collaborative efforts. Denver and its partners, including the SCFD, Colorado Business Committee for the Arts, VISIT DENVER, cultural institutions, and WESTAF all have data. Other organizations, such as the Piton Foundation, have a strong focus on data. Yet, most organizations don't typically share information and there are known gaps in existing data.

This lack of comprehensive data gathering and sharing prevents the advancement of the sector. Many organizations don't have data, or share the data they do have, that can lead to advancements in areas such as audience development and consumer engagement. Organizations that are testing marketing and outreach efforts to different market segments and evaluating outcomes have important knowledge that can advance the sector.

INFRASTRUCTURE

Throughout the next seven years, Denver residents can expect investments in cultural and civic enhancements to continue.

Denver will invest in its cultural infrastructure through the Cultural Bond funds and the Arts Complex Master Vision Plan. The \$57 million remaining from the Better Denver bond initiatives approved in 2007 will be used for capital improvements at nine cultural institutions. A&V will be implementing the new master vision plan for the Denver Performing Arts Complex facilities with its cultural partners.

Mayor Hancock's North Denver Cornerstone Collaborative is another example. This set of six redevelopment projects provides an historic opportunity to reconnect the community from Denver International Airport to downtown Denver through the Globeville, Elyria and Swansea neighborhoods.

Denver will be even more interconnected as a region by 2020, utilizing an ever more multimodal transportation system. Redevelopment of Denver Union Station and Denver International Airport will converge with RTD's expanded rail and bus rapid transit program called FasTracks. Denver Union Station is scheduled to open in 2014. Denver International Airport's Hotel and Transit Center is scheduled to open in phases in 2015 and 2016. Denver will also encourage increased use of bicycles through B-Cycle, the bike-sharing program, and dedicated bike lanes.

INTERNATIONAL

Denver is increasingly becoming an international city with a multi-cultural population. DPS educates students from around the globe who speak numerous languages and dialects and practice a variety of cultural traditions. One can now fly directly from Denver to South America, Japan, Iceland, or Europe, for example. Recent trade missions from Denver and Colorado to Japan denote the importance the state, metro region and city place upon international business and cultural tourism. As Denver's profile is elevated, and the variety of direct flights from other international cities increases, then one can expect a continued emphasis on Denver's place as a cultural hub in the Rocky Mountain West serving the globe.



“WHAT WILL DENVER
NEED TO **ADVANCE** 
CULTURAL DEVELOPMENT
FOR THE 21ST CENTURY?”



THE FOLLOWING SEVEN VISION ELEMENTS – AND THEIR ASSOCIATED GOALS, STRATEGIES AND TIMELINES – REPRESENT DENVER’S COLLECTIVE VISION OF THE FUTURE OF ARTS, CULTURE AND CREATIVITY IN OUR CITY. THESE VISIONS REPRESENT SEVEN MONTHS OF PUBLIC INPUT FROM THOUSANDS OF RESIDENTS WHO SHARED THEIR HEARTFELT ASPIRATIONS FOR DENVER.

INCREASING

ART, CULTURE & CREATIVITY IN 



VISION **1** N

DAILY LIFE

OUR STRENGTHS

A tour of Denver reveals that art, culture and creativity are woven into daily life across the city. One of the most visible examples of planned integration is Denver's Public Art Program, which has placed more than 330 pieces of public art around the city. As the city celebrates 25 years of the Public Art Program, it is evident that public art has become a defining feature of the city. Similarly, more than 1,200 children and young adults have participated in A&V's Urban Arts Fund mural projects since the program was founded in 2008. More than 70 projects have been completed in all neighborhoods of the city, reclaiming 50,000 square feet of public areas.

Art, culture and creativity are also a part of transportation within Denver. RTD's *Art-n-Transit* program focuses on the aesthetic quality of transit by incorporating creative elements into public transportation. Denver International Airport recently was voted the "Best U.S. Airport for Art" by *USA Today* readers.

Urban redevelopment has gone hand-in-hand with the growth of art galleries, live-work spaces, and art & creative districts such as RiNo and the Art District on Santa Fe. Another visible example of arts integration is the well-recognized First Friday art walks held in art & creative districts across the city. Residents and visitors flock by the thousands to explore Denver's art galleries, museums and creative venues on these designated Fridays. First Fridays help introduce people to the venues and offerings available in Denver, as do Denver Arts Week, Doors Open Denver and DENVER 2 for 1 TIX.

Let's not forget the assortment of festivals, fairs, openings and educational events offered by the city's arts and cultural nonprofits, which range from small neighborhood organizations to renowned museums and performing arts venues. Free days offered by Denver's cultural institutions facilitate arts integration and access as well. Individuals and families turn out in droves on the designated days underwritten with SCFD support.

In addition to this planned art integration, creative events and art pieces appear organically around the city each year, from pop-up stores to tiny libraries in people's front yards. Much of what makes the city vibrant springs from the ingenuity and inventiveness of individual artists, creative enterprises and neighborhood efforts. In many ways, Denver residents' love for arts, culture and creativity can best be summed up by a visit to the individual art studios, art galleries, basement workshops, garages, and craft businesses, in addition to the art & creative districts.

Some neighborhoods have received national attention as art-infused locations. Based on measures of vibrancy, creativity, and walkability, the Capitol Hill neighborhood of Denver was rated as a "robust" art place in ArtPlaces 2013.

OUR CHALLENGES

Although arts, culture and creativity are being woven into the fabric of the city, their distribution is not uniform across Denver. In the scientific public survey conducted for the cultural plan, more than 90 percent of respondents reported that it would be easy to find arts, culture and creativity in Denver; however, only 56 percent reported that it would be easy to find them in their neighborhoods. Further, when compared to everyone else, African Americans in the scientific public survey were the least likely to report being able to find arts, culture and creativity in their neighborhoods. Fewer than half of the scientific public survey respondents rated the amount of arts, culture and creativity in their neighborhood as "good" or "excellent," and only 46 percent of them reported that they had experienced something artistic, cultural or creative on the day they were interviewed.

Importantly, people want to participate in arts, culture and creativity more. Sixty percent of respondents in the scientific public survey reported that they were not participating as much as they would like. This was especially true for Hispanics and African Americans. Interestingly, the number one barrier that people reported in the survey as keeping them from participating more frequently was lack of time. Presumably, when arts, culture and creativity are harder to find in people's neighborhoods, people have to dedicate more time in order to access those experiences.

OUR FOCUS

Address Cultural Deserts ▶ One of the biggest gaps related to arts integration in Denver is the prevalence of cultural deserts. Much like "food deserts" denote a lack of access to affordable and healthy food, cultural deserts denote a lack of access to artistic, cultural and creative activities at the neighborhood level. The public input and scientific public survey reveal that cultural deserts exist in Denver. Ensuring that all Denver residents can access arts, culture and creativity in their neighborhood will address the inequities that exist currently. Doing so begins with an inventory of available assets and a commitment to infusing more arts, culture and creativity into underserved neighborhoods.

Infuse Arts, Culture and Creativity into Neighborhoods across Denver ▶ Denver has already embraced the concept of placemaking with its arts and creative districts and public art mandate. Still, there is untapped potential to support creative placemaking with more intention. Deliberate placemaking initiatives and cross-sector partnerships could further infuse art into the city's built environment at the neighborhood level, drive economic development, inspire neighborhood revitalization and promote vibrant communities as destinations to live, work and visit.

Placemaking can make the arts, culture and creativity Denverites crave easily accessible at the local level, thus addressing the biggest barrier residents reported that keeps them from engaging even more - time. For example, envision family members walking to their neighborhood library to attend an art opening or a museum program at their local middle school. That same family may experience a musical performance at its local shopping center or a dance troupe's premiere at the office building where a parent works.

Use the Arts to Strengthen Community ▶ Arts, culture and creativity go beyond simply enhancing the aesthetic aspects of a community, and city government can highlight this point by expanding the use of arts, culture and creativity as a community builder - in neighborhoods, across neighborhoods and throughout the city. Denver is known as a city of great neighborhoods, and arts, culture and creativity should be a component of strengthening and uniting them.

Embrace Arts, Culture and Creativity as a Core Value ▶ The people of Denver believe that art integrated into everyday life is important. City government can reflect this belief by embracing arts, culture and creativity as a core value reflected in city plans, permits, policies and practices.

"THE VALUE OF WEAVING ART AND CULTURE INTO THE FABRIC OF A CITY IS THAT IT CREATES THE KIND OF PLACE THAT PEOPLE WANT TO BE."

Cecily Cullen

Center for Visual Art at Metropolitan State University of Denver

INTEGRATION

Arts, culture and creativity are fully integrated into daily life, work and play in Denver. Denver residents and visitors find art, culture and creativity everywhere they turn, from their neighborhoods to downtown and anyplace else they look. These are visible in daily settings, thus informing city planning, transportation, architecture, housing, public spaces, and more. Opportunities for surprise, delight and creative participation are diverse and infused into everyday life for easy access and appreciation. Arts, culture and creativity thrive in Denver.

Goals, Strategies and Timeline

2014-2017

Goal V1-1 - Maximize use of city-owned facilities and other assets to expand arts programs and activation

STRATEGIES

- ▶ Implement recommendations and new operating model outlined in Denver Performing Arts Complex Master Vision Plan with cultural partners, including Auraria Higher Education Center
- ▶ Seek opportunities to provide arts activation and amenities in the North Denver Cornerstone Collaborative initiative
- ▶ Assess practicality for Red Rocks Amphitheatre to support performance-based public art
- ▶ Implement a more robust Cultural Partner Program at the McNichols Building, offering not only rental waiver, but funding
- ▶ Activate city parks, including Civic Center Park and the Greek Theatre
- ▶ Identify accessibility shortcomings and publicize accessibility features of city-owned venues
- ▶ Coordinate with programming offered by Denver Parks & Recreation
- ▶ Coordinate with programming offered by Denver Public Library
- ▶ Infuse arts, culture and creativity into bike paths, pedestrian walking areas, roads and other transit modes
- ▶ Coordinate with Regional Transportation District for activation of commuter/light rail stations, buses and bus stops
- ▶ Activate the 16th Street Mall
- ▶ Ignite physical public spaces with arts, culture and creativity-driven information and media, including areas such as Denver International Airport, Denver Public Library and Colorado Convention Center

- ▶ Prioritize services in under-resourced neighborhoods (See related goal under Vision 3)
- ▶ Implement more temporary and performance-based events at Denver International Airport that align/correspond with concurrent offerings around the city
- ▶ Suggested Partner(s) - Denver International Airport, Union Station, North Denver Cornerstone Collaborative, Denver Public Library, Denver Department of Public Works, Denver Community Planning and Development, Denver Office of Economic Development, Denver Parks and Recreation, Civic Center Conservancy, Business Improvement Districts, Better Block & Walk program, Urban Arts Fund (Denver Arts & Venues), Downtown Denver Partnership, Denver Shared Spaces Collaborative, Auraria Higher Education Center, VISIT DENVER
- ▶ Suggested Leader(s) - Denver Arts & Venues, Mayor and City Council

Goal V1-2 - Increase public engagement with the city's Public Art Collection

STRATEGIES

- ▶ Activate the collection of more than 330 public artworks with events and activities
- ▶ Build a digital library of artist videos that tell the story of the pieces and make the works more accessible
- ▶ Create a public art database for collection management and public use
- ▶ Co-brand with IMAGINE 2020
- ▶ Suggested Partner(s) - Denver Commission on Cultural Affairs
- ▶ Suggested Leader(s) - Denver Arts & Venues

Goal V1-3 - Launch a 21st century public art program that is flexible, mobile, culturally competent and locally cultivated

STRATEGIES

- ▶ Re-write the Public Art Policy to incorporate and address:
 - Temporary art options, parameters, and mediums
 - Mural policy related to zoning code
 - Designated areas for rotating art (e.g. Art on the Corners) or community-curated art
 - "Lifespan" of public art
 - Include other elements that align with IMAGINE 2020
- ▶ Change zoning and ordinances to accommodate temporary art and other art forms, including digital
- ▶ Influence array of arts offerings to include sensory arts and other forms that increase engagement with diverse communities
- ▶ Democratize using crowd-sourced art selection. Allow people to look at possibilities online; could serve as a magnet for cultural events
- ▶ Maximize use of Burns Park with new Master Plan to include future outdoor temporary sculpture space
- ▶ Emphasize locality (in alignment with Vision 2) in creating a Denver "art identity" featuring local artistic and creative professionals
- ▶ Establish emerging artist opportunities through public art program
- ▶ Suggested Partner(s) - Denver Commission on Cultural Affairs, Denver Department of Public Works, Community Planning and Development
- ▶ Suggested Leader(s) - Denver Arts & Venues

Goal V1-4 - Incorporate arts, culture and creativity into city plans, permits and codes

STRATEGIES

- ▶ Inventory all relevant plans, permits and codes and modify as necessary to allow for arts, culture and creativity
- ▶ Require inclusions of arts, culture and creativity into General Development Plans
- ▶ Add an arts, culture and creativity component to relevant Neighborhood Plans
- ▶ Suggested Partner(s) - Denver Department of Public Works, Community Planning and Development
- ▶ Suggested Leader(s) - Denver Arts & Venues

Goal V1-5 - Integrate and align IMAGINE 2020 efforts across city departments

STRATEGIES

- ▶ Build buy-in for IMAGINE 2020's collective vision through one or more of the following: hiring a staff person to activate IMAGINE 2020, providing a toolkit to market programs and initiatives, activating the Denver Commission on Cultural Affairs, and convening leadership and partners
- ▶ Partner with Channel 8, Community Planning and Development, Denver Department of Public Works, Parks & Recreation, Office of Economic Development, and other agencies to expand artistic offerings and improve quality of life
- ▶ Suggested Partner(s) - Other city agencies, City of Denver Marketing Department, Office of Economic Development
- ▶ Suggested Leader(s) - Denver Arts & Venues

Goal V1-6 - Align Mayor's Award for Excellence in Arts and Culture with IMAGINE 2020

STRATEGIES

- ▶ Revise categories to align with cultural plan priorities and consider addition of new categories
- ▶ Co-brand program with IMAGINE 2020
- ▶ Suggested Partner(s) - Mayor's Office
- ▶ Suggested Leader(s) - Denver Arts & Venues

2018-2020

Goal V1-7 - Expand artistic space, activities and programs in businesses and commercial properties (includes privately owned open spaces, apartments, hotels, retail, office buildings, and hospitals)

STRATEGIES

- ▶ Educate businesses and property owners on ways to integrate arts, culture and creativity into their priorities and plans through a suite of online resources (e.g., toolkit, how-to guides and success stories of local businesses in action). To include arts installations, programs and activation
- ▶ Explore tax incentives and similar tools for businesses and developers to integrate creative space, arts programs and activation into their priorities and plans
- ▶ Encourage use of outdoor media to fund arts programs and activation, and offset initial investment and annual costs
- ▶ Co-brand with IMAGINE 2020
- ▶ Showcase role models through Mayor's Awards for Excellence in Arts & Culture, Mayor's Design Awards, and online resources

➤ Suggested Partner(s) – Community Planning and Development, Downtown Denver Partnership, Colorado Business Committee for the Arts, Chambers of Commerce, Commercial Real Estate Developers and Owners, Homeowner Associations

➤ Suggested Leader(s) – Real estate professionals

Goal V1-8 - Expand artistic space, activities and programs in non-traditional venues

STRATEGIES

➤ Offer development incentives and micro-grants to mobilize action

- Consider programs such as tactical urbanism grants, tax incentives, and other alternatives to incentives and credits

➤ Expand neighborhood-based cultural activities including Parks, Registered Neighborhood Organizations, alleys and Homeowners Associations

➤ Explore use of school buildings for arts activation in partnership with Denver Public Schools

➤ Explore use of college campuses for arts activation and cross-promotion

➤ Expand arts programs and activation at transit stops, and on buses and trains

➤ Integrate cultural programming, transit information and add future stations by cultural amenities to B-cycle network

➤ Expand use of Business Improvement Districts and art & creative districts for arts program activation and to serve as a nexus of policy development

➤ Foster pop-up, urban, and culturally diverse events

- Educate the general public about alternative art forms
- Encourage homeowners to think of their properties as arts canvases and arts spaces through online resources and outreach
- Expand use of common consumption areas to increase attendance and revenue at events
- Create simple, straightforward permitting processes thus opening opportunities for “pop-up” events
- Build a network of these artistic and creative individuals for professional and business development

➤ Co-brand with IMAGINE 2020

➤ Suggested Partner(s) – Homeowner Associations, Regional Transportation District, B-cycle, Business Improvement Districts, Art & Creative Districts, Colorado Creative Industries, Denver Public Schools, Auraria campus, Downtown Denver, Galvanize, Mile High Business Alliance, Tactical Urbanism Here, Denver Street Art, Pecha Kucha Denver, Denver Fashion Truck, Registered Neighborhood Associations, Denver Parks and Recreation

➤ Suggested Leader(s) – Denver Arts & Venues, Community Planning and Development, Colorado Business Committee for the Arts

Goal V1-9 - Integrate IMAGINE 2020 success measures across city departments

STRATEGIES

➤ Identify common set of indicators and measurement for placemaking and civic engagement in city programs and initiatives

➤ Inventory and identify existing success measures nationally as models to consider

➤ Communicate progress and new initiatives utilizing partners such as Channel 8, online resources and similar mechanisms on an annual basis

➤ Achieve city-wide collective accountability for success by 2020

➤ Suggested Partner(s) – City of Denver Marketing Department, foundation community, Regional Transportation District, Denver Department of Public Works

➤ Suggested Leader(s) – Denver Arts & Venues

“A VIBRANT ARTS AND CULTURAL SECTOR IS ESSENTIAL TO CREATING AND MAINTAINING A HEALTHY, INNOVATIVE URBAN COMMUNITY.”

Jayne Buck, VISIT DENVER



AMPLIFYING



ARTS, CULTURE & CREATIVITY



TO RESIDENTS &

VISION **2** N

THE WORLD

OUR STRENGTHS

Denver is known for its public art, downtown theatre district, arts and creative districts and indie music scene. The city is also home to hundreds of exciting activities happening in neighborhoods and in unexpected places. There is no lack of interest in or pursuit of creative happenings and artistic activities in Denver. When a resident or visitor wants to learn more about happenings around town, she or he can consult the Denver365.com website hosted by VISIT DENVER, the Denver Gallery Guide sponsored jointly by VISIT DENVER and A&V, hundreds of organizational websites, newspaper listings, or blog posts.

Denver residents understand the contribution that arts, culture and creativity make in enhancing the image that Denver presents to the world. In the scientific public survey conducted for IMAGINE 2020, more than 80 percent of respondents believed that arts, culture and creativity in Denver improve the city's national reputation, attract tourism, and increase quality of life and livability. In 2010, the Downtown Denver Leadership Program published a report finding that Denver had many of the necessary resources to position itself as the "Creative Capital of the Rocky Mountain West."

The residents of Denver and the surrounding metro area have repeatedly demonstrated how much they value arts within their community. The establishment and reauthorization of the SCFD is a prime example, but it is also visible through attendance numbers, philanthropic contributions, volunteering and vocal support. This overwhelming support for arts, culture and creativity forms a strong base from which Denver can position and differentiate itself on the national and international arts, cultural and creative scene.

OUR CHALLENGES

Although Denver has a wealth of amazing programs and events, communication about these events and programs to both local and broader audiences can be improved. There is a general lack of public awareness about the many artistic, cultural and creative happenings across the city. Events too often go unnoticed by the general public or are lightly attended. This challenge is more than a marketing issue - it's about the shortage of arts-focused media and the lack of an easy-to-use, resident-focused online resource. For example, there is significant opportunity to market the Denver365.com website, a comprehensive online events calendar, to residents as well as tourists.

For the thousands of people who completed the public input tool for the cultural plan, the number one weakness identified was communication about events and programs, followed by media coverage and reviews of the arts. Additionally, more than 40 percent of scientific public survey respondents reported that a lack of information about events occurring in the city prevented them from participating with the arts, cultural and creative community in Denver. Even more African American and Hispanic respondents reported this lack of information as a barrier. Twenty-eight percent of survey respondents reported being unhappy with the amount of information they received about arts, cultural and creative events in Denver. The most common source that survey respondents used to get information about arts, cultural, and creative events in Denver was word of mouth and/or family and friends (83 percent), which suggests that who you know determines most of what you know about cultural programs in Denver.

Media coverage is already improving with the 2013 grant from the Bonfils-Stanton Foundation to Colorado Public Radio for funding of a new arts bureau, a donation which reflected how valuable information about arts, culture and creativity is to Colorado residents. Other current sources that could be further maximized include the Denver 365 website run by VISIT DENVER, coverage by Denver-based media such as CBS 4, The Denver Post, Rocky Mountain PBS and numerous neighborhood and specialty publications.

Beyond the lack of local knowledge of events and programs in Denver, there is also a weak national and international brand for arts, culture and creativity in Denver. While the number of stakeholders committed to advancing arts, culture and creativity is numerous, they speak with separate voices and distinct messages. As such, the message is not amplified or reinforced to the extent necessary. Common messages and a singular voice could do much to address another public aspiration, namely that Denver is known as an "arts friendly" city with the infrastructure to encourage and support art and artists.

OUR FOCUS

Make it Easy to find out about Arts, Culture and Creativity ▶▶ Denverites want centralized information about arts, culture and creativity in Denver. This could be achieved through enhancements of current websites, such as Denver365.com. These sites can celebrate the richness of Denver's offerings in arts, culture and creativity across neighborhoods, ethnic and cultural communities, ages and interests.

Foster Media Coverage ▶▶ The media play an important role in bringing information to the public. Insufficient "airtime" and critical reviews pertaining to the arts, especially in relation to other topics like sports, hinder community awareness and engagement. Both the city and media need to explore new technological opportunities for sharing information with Denver residents. Expanding arts, culture and creativity media that is resident-focused should help increase awareness of local happenings and events.

Create a Common Set of Messages for All Stakeholders ▶▶ Denver lacks a clear brand for arts, culture and creativity in Denver that can be broadcast nationally and internationally. Denver's cultural brand identity needs to be focused and amplified. A clear identity and common messages would help direct local efforts and expand the city's reputation regionally, nationally and internationally. A signature set of attributes could help to define the City. Imagine the power of one message, communicated consistently by the Mayor, VISIT DENVER, City Council, city agency leaders, chamber and business leaders, and arts organizations of all sizes and missions - and through numerous websites as well.

Promote Local Artistic and Creative Talent ▶▶ People who earn a living in arts, culture and creative industries dream that Denver could be home for numerous artistic and creative professionals with national and international reputations. The talent is here; it needs to be further showcased, nurtured and celebrated.

"WE HAVE THE BUZZ ALREADY. WE HAVE A RENAISSANCE IN THE ARTS AND CULTURE WORLD - NEED TO EXPOSE IT TO MORE PEOPLE AND GET EVERYONE WORKING TOGETHER. TURN UP THE VOLUME."

Community Leader interviewed for IMAGINE 2020

AMPLIFICATION

Arts, culture and creativity are amplified in Denver – and amplify the city to the world. Not only are Denver residents aware of the cultural breadth and depth of their city, they are engaged and proud. We celebrate our history and heritage as we showcase current and emerging art forms. People regularly read about it, hear about it and experience it. Residents and visitors can easily learn what’s happening and how to partake in it. Not only do we vote “yes” on investments in our civic arts and cultural infrastructure, we line up at doors, fill up seats, and max out websites. This level of civic pride and critical cultural dialogue sends a message to the world about what Denver values. Art, culture and creativity are part of our identity and our DNA. We art Denver.

Goals, Strategies and Timeline

2014-2017

Goal V2-1 - Expand volume of media coverage devoted to arts, culture and creativity, including critical media

STRATEGIES

- ▶ Partner with media outlets (print, radio, online) to maximize existing resources while expanding coverage of arts, culture and creative endeavors
- ▶ Align with the Mayor’s initiative to expand the international focus for and on Denver
- ▶ Expand availability of critical media to educate consumers
- ▶ Create a digital library of video clips as a shared resource on arts, culture and creative programs and events across the city. Cultural institutions, arts entrepreneurs and art & creative districts could pool resources to create the videos
- ▶ Maximize Channel 8 as a city asset devoted to advancing arts, culture and creativity for diverse communities and cultural identities. Launch IMAGINE 2020 branded programming
- ▶ **Maximize and market VISIT DENVER’s Denver 365.com for use by residents and visitors**
- ▶ Offer a consolidated media list for use by organizations when seeking media coverage
- ▶ Utilize and leverage existing media sponsorships at Red Rocks, Denver Performing Arts Complex and Denver International Airport
- ▶ Suggested Partner(s) - VISIT DENVER, Channels 4, 7, 9 and 31; Bonfils-Stanton Foundation; Colorado Public Radio; Denver Post; Rocky Mountain PBS; 5280 Magazine; Westword; Telemundo; Univision; La Voz; Jazz89 KUVU, Urban Spectrum; Confluence; neighborhood newspapers and bloggers
- ▶ Suggested Leader(s) - Channel 4 and Channel 8

Goal V2-2 - Increase visibility of Denver-based artistic and creative professionals and their organizations

STRATEGIES

- ▶ Showcase local talent. Align with “buy local” campaign under Vision 5
- ▶ Increase community awareness of art, culture and creative events hosted by Denver’s diverse communities. Emphasize contemporary cultural issues and align with the Mayor’s international initiative
- ▶ Leverage Denver Arts Week
- ▶ Publicize works created by Denver’s diverse artists
- ▶ Suggested Partner(s) - Confluence, Denver Metro Chambers of Commerce, Colorado Business Committee for the Arts, Western Arts Federation, interested creative industries, interested artists and organizations, local media partners (television, print, online)
- ▶ Suggested Leader(s) - City of Denver Marketing Department, Denver Arts & Venues



Goal V2-3 - Create a comprehensive brand and common messaging to clearly define Denver’s cultural identity (Note - the intent is to achieve clarity of brand essence and promise, and the messages that consistently communicate it. It is not focused on logo or tagline per se)

STRATEGIES

- ▶ Articulate a standard set of messages and data points to be shared consistently across organizations, from City Hall to art & creative districts
- ▶ Adopt city policies that incorporate this brand into all related efforts, such as merchandise available for sale at Red Rocks and Denver International Airport
- ▶ Expand messaging for cultural tourism to share more stories of art & creative districts and the cultural community
- ▶ Utilize multimedia visual storytelling
- ▶ Create a messaging toolkit for use by all partners
- ▶ Co-brand with IMAGINE 2020
- ▶ Suggested Partner(s) - VISIT DENVER, Colorado Business Committee for the Arts, State of Colorado, Downtown Denver Partnership, Denver International Airport, Denver Public Library, Colorado Convention Center, Chambers of Commerce, local brand experts
- ▶ Suggested Leader(s) - City of Denver Marketing Department, Denver Arts & Venues

2018-2020

Goal V2-4 - Expand and promote a centralized online information hub for residents with information about local happenings, events and programs. Explore viability of a centralized single information hub with joint ticketing system

STRATEGIES

- ▶ Maximize and market Denver 365 to residents and visitors
- ▶ Utilize mobile technology including an app
- ▶ Align with DENVER 2 for 1 TIX and Denver Gallery Guide
- ▶ Align with media coverage, including critical media
- ▶ Co-brand with IMAGINE 2020
- ▶ Suggested Partner(s) - Denver Arts & Venues
- ▶ Suggested Leader(s) - VISIT DENVER (Denver 365)

Goal V2-5 - Tell the story of the positive impacts of arts, culture and creativity on Denver residents and their community

STRATEGIES

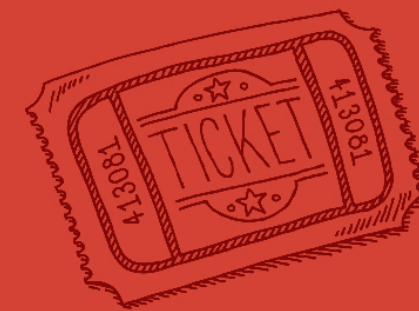
- ▶ Document and share the stories of the positive outcomes achieved with increased access, participation and engagement with art, culture and creativity
- ▶ Suggested Partner(s) - Channels 4, 7, 9 and 31; Colorado Public Radio; The Denver Post; Rocky Mountain PBS; 5280 Magazine; Westword; Telemundo; Univision; La Voz; Urban Spectrum; Confluence; neighborhood newspapers and bloggers
- ▶ Suggested Leader(s) - Channel 4 and Channel 8

“PEOPLE WHO VISIT DENVER ARE SURPRISED AT HOW VIBRANT IT IS... DENVER’S A PLACE WHERE THERE IS OPPORTUNITY TO TRY THINGS.”

Community Leader interviewed for IMAGINE 2020

ACHIEVING ACCESS
& INCLUSIVITY TO ARTS,
CULTURE
& CREATIVITY

VISION **3** N



OUR STRENGTHS

Accessibility is a core area of focus in Denver, as illustrated by the fact that several large cultural organizations have been researching and trying to better understand accessibility issues at their institutions. Denver has several programs in place to make arts, culture and creativity more accessible to everyone. One of the largest programs is SCFD Free Days, which, across organizations, added up to 365 free days in 2012. Similarly, Denver Arts Week includes many offers that make the prices of various cultural events more accessible. And the results of these programs are evident in how participation in arts, culture and creativity in Denver compares to national rates.

In the scientific public survey, 66 percent of respondents had visited a museum and 56 percent had visited a gallery in the past 12 months. These participation rates were far higher than the national rates reported by the National Endowment for the Arts (only 21 percent of U.S. adults report visiting an art museum or gallery in the past 12 months).

OUR CHALLENGES

Even though the participation rates in Denver exceed national rates, the desire for more participation is quite high in Denver. Sixty percent of scientific public survey respondents reported that they do not participate as much as they would like, which was especially true for African American and Hispanic respondents. Although participation rates were high overall, African American and Hispanic respondents reported generally lower rates of participation in the phone survey. Paid v. free participation. Investment/patronage/support beyond basic attendance.

Moreover, different groups of people in the scientific public survey reported differing barriers to participation. Although a lack of time was the biggest barrier overall in the survey, respondents who were 65 and older reported that a lack of transportation or someone to attend an event with were bigger barriers than time. Hispanic respondents were slightly more likely than other respondents to report that a lack of childcare was a barrier. African American and Hispanic respondents were also more likely to report feeling as if they do not have enough background knowledge to enjoy or understand arts and cultural events. Finally, there are access barriers such as ticket costs, transportation and parking. A&V conducted a cultural programming survey in 2012, which showed that these factors related to effective marketing, price and location of cultural activities.

Denver's history and heritage are rich with cultural diversity, and that diversity is reflected in its neighborhoods. However, in the scientific public survey, African American and Hispanic respondents were more likely to rate the amount of culturally diverse programs in Denver as "poor" compared to other respondents. African American survey respondents seemed to have an especially poor opinion about the amount of culturally diverse programs in Denver. It seems as though diversity in arts, cultural and creative programs, events and leadership may not be proportionate to the amount of diversity in the city. That is, the diversity of the city may not always be reflected in the established arts, culture and creativity of the city.

OUR FOCUS

Address Needs of Underserved Communities ➤ Similar to Denver's vision for arts integration, one of the main concerns with accessibility in Denver is that certain communities and groups of people are being underserved. Importantly, both for the health and survival of arts, culture and creativity in Denver and to better serve residents, approaches to increasing accessibility will need to focus on meeting people where they currently are. This means carefully assessing barriers to participation, especially in terms of different barriers that disproportionately affect certain groups of people. Some barriers may include: public transit availability, communication of events, increased commute times, rising ticket prices, parking locations, time, income, and family-friendly material or activities. These factors become more complex for individuals and families new to the United States and to Denver.

Focus on Inclusion and Access ➤ The topic of inclusiveness is not new, and cultural organizations have been trying for years to have a more comprehensive reach. Given the city's changing demographics, this effort is a "must do." Broadening current audiences and building new ones will require a more robust approach to inclusiveness. Cultural organizations could think creatively about how people of all ages can experience and be exposed to art, culture and creativity in ways that foster growth of new audiences. Organizations should also be encouraged to share knowledge of what works by sharing best practices, for example.

Showcase Diverse Artistic and Creative Talent ➤ Given the diverse arts, culture and creativity that are in Denver, increasing cultural competency and inclusivity could be as simple as providing a platform to learn what is already occurring all over the city. The City of Denver, A&V, and their partners could showcase the many local artists, neighborhoods and organizations that exemplify the diversity of Denver. Similarly, it will also be important to make sure that diverse voices and points of view are present when making important decisions or drafting new policies for arts, culture and creativity in Denver.

"I HOPE TO SEE INNOVATIVE ART SPAN THROUGHOUT THE COMMUNITY AND PUBLIC LANDSCAPE. I WANT TO SEE ART AND CULTURE AVAILABLE TO ALL DENVER."

Quote from What do you imagine for arts, culture and creativity?

ACCESSIBILITY

Arts, culture and creativity are truly inclusive and accessible for all. Denver is a model community demonstrating how cultural institutions, community and faith-based groups, city government, the business community, and individual citizens can come together to advance diversity and inclusion with lasting results. Strong public will and community leadership have forged an unshakeable commitment to address issues of cultural diversity, accessibility, social equity, and barriers to participation as they pertain to the arts and engagement. Arts, culture and creativity serve as both a social equalizer and a mode for authentic expression.

Goals, Strategies and Timeline

2014-2017

Goal V3-1 - Increase access to arts, culture and creativity in under-resourced neighborhoods

STRATEGIES

➤ **Identify, inventory and rank availability of arts, culture and creativity in every neighborhood (Align with Vision #6 goal on asset mapping)**

➤ Infuse neighborhoods with arts, culture and creativity

- Maximize use of all city facilities and assets to bring arts programs and activation activities to each neighborhood, including parks, recreation centers, libraries and other facilities
- Recognize and celebrate artistic and creative professionals who live in these neighborhoods
- Foster use of available and appropriate real estate for studio and living spaces for artists. (Align with affordable and accessible spaces goal in Vision 5)
- Develop and maximize use of Arts Enterprise Zones (See Vision 6)
- Deploy the Public Art collection to these neighborhoods (See Vision 1)

➤ Suggested Partner(s) - Piton Foundation, Denver Foundation, Denver Housing Authority, Regional Transportation District, car sharing companies, City Council, Auraria Higher Education Center, community-based organizations and faith-based organizations

➤ Suggested Leader(s) - A foundation focused on social equities and access, Denver Arts & Venues

Goal V3-2 - Maximize audience engagement opportunities for diverse communities

STRATEGIES

➤ Aid cultural organizations in meeting audiences where they are

- Explore new ways of reaching people with arts, culture and creativity, including incentivizing organizations to take their programs to underserved communities
- Determine if foundations would be interested in funding this work or aligning with IMAGINE 2020 through their grant applications

• Create shared resources pool and online portal with easy access by cultural organizations (nonprofit, for-profit and government). Services may include language translation, for example. Could aid cultural tourism, internationalism (Vision 6) and amplification (Vision 1)

• Consider the creation of a single advisory panel with expertise in cultural competencies and engagement with diverse audiences to serve as a resource for cultural organizations to establish collective knowledge and shared practices; representatives to include members of Denver's Mayoral appointed commissions

➤ Proactively approach diverse groups to assume leadership and expanded engagement in cultural events and exhibits. Forge partnerships and share lessons learned

➤ Encourage cross-promotion of events

➤ Explore use of easily accessible neighborhood locales, such as Laundromats, shopping malls and the Department of Motor Vehicles in conjunction with Vision 1 to provide neighborhood-based and easily accessible arts programs and activation

➤ Publicize and showcase art specific to audiences with disabilities

➤ Create online and mobile crowd-sourced tools that allow anyone to explore and learn about arts and culture in Denver (e.g., an online, crowd-curated art gallery; apps for exploring arts and culture topics in Denver, etc.). Align with Vision 2

- Incorporate a Wikipedia approach to provide volunteer-curated content

➤ Suggested Partner(s) - Cultural and arts institutions, city commissions, Human Rights Community Partnership, Arts & Venues' Americans with Disabilities Act Committee, Denver Foundation's Inclusiveness Project

➤ Suggested Leader(s) - Denver Arts & Venues, David Kennedy (a local artist leader)

Goal V3-3 - Showcase diverse local artists, assets and venues

STRATEGIES

➤ Implement a more robust Cultural Partner Program at the McNichols Building with the goal of becoming a recognized model for forming local arts and culture partnerships

- Showcase professional artists from Denver's diverse communities, including immigrants, refugees and people with disabilities
- Use the arts to foster spirited conversations and debates about relevant societal topics

➤ Suggested Partner(s) - Cultural and arts institutions, artistic and creative professionals, I Heart Denver Store, various city commissions, Human Rights Community Partnership, Access Gallery, Atlantis Community, Biennial of the Americas, Art & Creative Districts and street fairs, La Voz, Urban Spectrum, other community newspapers

➤ Suggested Leader(s) - Denver Arts & Venues, Brother Jeff (Brother Jeff's Cultural Center)

Goal V3-4 - Address the financial barriers that limit participation

STRATEGIES

➤ Explore the possibility of a discounted cultural pass and/or expand existing card, such as My Denver Card and/or 5 By 5 Program, to include more cultural institutions

- Pass to be designed by local artist or creative talent. Use passes to drive attendance to hidden gems in neighborhoods
- Align with efforts to increase exposure and participation by Denver Public Schools students (Vision 4)
- Consider offering passes through Denver Public Library on a check-out basis
- Consider methods to maximize awareness and use of DENVER 2 for 1 TIX

➤ Consider how to maximize the impact of Scientific & Cultural Facilities District Free Days with more audience-focused programs that allow multiple audience-friendly ways of accessing institutions, such as a library pass

- Incorporate other free services, such as a free Regional Transportation District pass, with the admissions pass

➤ Coordinate efforts to increase visibility of free events and activities to maximize marketing investments of cultural organizations

- Consider new approaches, such as traveling exhibit of small preview pieces to community centers and schools

➤ Suggested Partner(s) - Cultural and arts institutions, artistic and creative individuals, I Heart Denver Store, Scientific & Cultural Facilities District, Denver Museum of Nature & Science, Regional Transportation District, City of Denver, various TV stations, Spanish language media, Denver Public Library, Rocky Mountain PBS, foundations interested in children and multi-culturalism, Denver Public Schools multi-cultural outreach office

Goal V3-5 - Celebrate the authenticity of Denver's diverse neighborhoods and communities by showcasing our city history, architecture, heritage, and cultural identity

STRATEGIES

➤ Explore ways to increase awareness of and participation with neighborhood-based cultural events and creative industries. Share best practices

- Cross-promote (e.g., if you like this one, you may like that one, too) via centralized information hub in Vision 2
- Leverage media partners in coordination with Vision 2
- VISIT DENVER neighborhood videos
- Mile High Business Alliance neighborhood maps and brochures

➤ Explore ways that the culinary arts can serve to expose people to Denver's diverse cultures while aligning with the Mayor's international initiative

- Consider opportunities with Civic Center Eats, Denver Restaurant Week, Taste of Colorado and other events and festivals

➤ Provide opportunities for people to create their own cultural heritage tours to maximize audience participation. Consider self-guided via a brochure or guide on the web (e.g., Yelp)

- Leverage existing community development plans to fund and pilot these efforts

➤ Support and grow events that celebrate our cultural heritage (e.g., Five Points Jazz Festival)

➤ Suggested Partner(s) - Historic Denver, Mile High Business Alliance, interested cultural and/or historical organizations and institutions, Art & Creative Districts

➤ Suggested Leader(s) - VISIT DENVER, Denver Arts & Venues

2018-2020

Goal V3-6 - Address barriers that limit participation, including transportation, childcare, safety, cost, language and location

STRATEGIES

➤ Explore feasibility of offering child care at Denver Performing Arts Complex (DPAC)

➤ Explore feasibility of offering programs and services for the aging at DPAC

➤ Continue to "bag" meters downtown to provide free school bus parking and encourage student trips to DPAC

➤ Offer child and family daytime focused events

➤ Suggested Partner(s) - Cultural and arts institutions, Denver Traffic and Parking, interested cultural organizations (e.g. Spanish language organizations)

➤ Suggested Leader(s) - Denver Arts & Venues

FILLING

OUR



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LIFETIMES

VISION 4 N

LEARNING

OUR STRENGTHS

An overwhelming 90 percent of residents agree that arts, culture and creativity in Denver provide opportunities for people of all ages to learn. There are a variety of institutions that provide learning, not only through appreciation of artwork, but also through educational programs and ongoing engagement with the arts, from small, private, artist-led organizations to cultural organizations and formal higher education institutions. Beyond these arts-based organizations, Denver's K-12, Early Childhood Education, higher education and adult education institutions provide learning opportunities, and many are expanding their artistic offerings and initiatives.

The public has overwhelmingly voiced support for arts education in Denver schools, with more than 85 percent saying it is extremely important for children to have access to arts education in Denver. The importance of arts education in overall child development is top-of-mind for both First Lady Michelle Obama through the President's Committee on the Arts and the Humanities (PCAH) and Denver First Lady Mary Louise Lee's "Bringing Back the Arts" initiative.

OUR CHALLENGES

Despite more than 85 percent of Denver residents saying it is extremely important for children to have access to arts education, fewer than 20 percent of residents feel the amount of arts education in Denver is very good or excellent. As such, there is a need for expansion of formalized arts education as well as professional development resources for arts educators to help them truly engage with a changing landscape of the younger generation's art consumption and participation. The 2012 increase in mill levy for DPS augmented funding for the arts, and DPS is beginning strategic planning for arts education.

The education field is comprised of large systems, each devoted to educating a particular segment of the population from early childhood through K-12, higher education and continuing education. This complex system speaks to the need for continuity and collaboration among the key players, including integrated P-20 efforts; partnerships between higher education and cultural institutions; and a stronger pathway to careers for Denver high school and college graduates interested in arts, culture and creativity. Fortunately, Denver has a critical mass of educators and leaders with an interest in moving this work forward.

Residents and visitors of all ages can partake in a wide variety of offerings to further their engagement with and understanding of arts, culture and creativity. This engagement leads to educational outcomes in the near-term and long-term increases in cultural literacy as people interact with and reflect upon their cultural experiences. Each experience serves as both a cultural influencer and educational opportunity, whether it be a gallery visit during a First Friday opening, a behind-the-scenes tour of a theater company, a poetry reading at a coffee shop, or viewing of digital art on a big screen downtown.

Fortunately, there is a general desire from residents to participate more, which is an important step in advancing arts education and cultural literacy. As noted above, the city has numerous resources, too. Increasing awareness of the educational offerings provided by nonprofits, city agencies such as Denver Parks & Recreation and A&V, and private businesses will be both a major opportunity and challenge, moving forward.

OUR FOCUS

Provide Arts Education for Every Child ▶▶ The city can support arts education for students at Denver-based elementary schools, middle schools, high schools, colleges and universities. According to the scientific public survey, Denver residents' number one dream for arts, culture and creativity in 2020 is for arts education for every child in every school, so the desire to improve is clearly and overwhelmingly supported. Achieving this also creates a demand for stronger resources to aid arts educators. Launching a 21st century program for the recruitment and ongoing professional development of arts educators and teachers can help to achieve Denver's greater artistic, cultural and creative vision as well.

Strengthen Career Pathways ▶▶ Denver also needs to strengthen the pathway to careers for Denver high school and college graduates in the city's arts, culture and creative employment sector. As this sector is the fifth largest industry sector in the State of Colorado, Denver needs to realize its potential as a powerhouse for locally grown artists to stay in Denver and let their careers flourish. This requires an expansion of partnerships to reach a wider combination of higher education, cultural organizations and arts entrepreneurs. Denver can also support economic development goals that align job creation with career interests and encourage employers to hire local talent.

Advance Cultural Literacy ▶▶ Outside of these formal educational institutions and those who want to pursue a creative career, there is also a need and desire to advance cultural literacy citywide by better understanding indicators of cultural literacy and supporting residents' desires to become more culturally engaged. This will largely involve an effort to align with Denver's vision of amplifying arts, culture and creativity by promoting educational programs and events offered through consumer-based arts education channels including cultural institutions, city agencies and arts entrepreneurs.

Spread the Word about the Many Learning Opportunities ▶▶ There is a need to more effectively publicize the many learning opportunities offered by arts nonprofits, local businesses and educational institutions. This can be achieved through the enhanced information hub, media coverage and messaging outlined above.

"THE ARTS IN OUR COMMUNITY HELP OUR CHILDREN EXPERIENCE A WORLD FILLED WITH CREATIVITY, BEAUTY, AND ACCEPTANCE."

-Amy E. Bainbridge, Teacher, Campus Middle School

LIFELONG LEARNING

Exposure, appreciation and participation in arts, culture and creativity span our lifetimes. From formal, school-based programs in public and private schools to formal and informal education for all ages, the Denver community is rich in resources that encourage art appreciation and engagement as a lifelong adventure. Regardless of age or tenure, people can find the educational offerings to help reach new heights as artistic and creative professionals, or experience something new and inspiring. The positive ripple effects of creative learning and expression, from problem-solving to design, are apparent throughout the city.

Goals, Strategies and Timeline

2014-2017

Goal V4-1 - Support arts education for students at Denver-based elementary schools, middle schools, high schools, colleges and universities (P-20)

STRATEGIES

▶▶ Support Denver Public Schools' arts education strategic plan

- Consider extended "artist in residence" programs in schools
- ▶▶ Align with Colorado Blueprint's Creative Industry Cluster's Objective V (Education and Training)
- ▶▶ Leverage existing resources such as the Denver Public Schools' Community Partnership System web portal
- ▶▶ Gather opportunities for Internships and Externships for learners and teachers
- ▶▶ Connect with key data-initiatives to identify and track students' arts education and training experiences
- ▶▶ Coordinate support and targeted funding for organizations and artists to do more outreach to schools for school-day and after-school programs
- ▶▶ Create web portal for artists and arts organizations to share arts curriculum with teachers - and for teachers to share with each other
- ▶▶ Suggested Partner(s) -Think 360 Arts, interested private schools, home schooling advocates, Denver Public Schools, Denver Public Schools Community Partnership System, Scientific & Cultural Facilities District, Scientific and Cultural Collaborative, cultural intuitions providing school-day and/or after-school programs, institutions of higher education, parents, Parent Teacher Organizations, School Accountability Teams and other parent booster groups
- ▶▶ Suggested Leader(s) - Denver Public Schools, Auraria Higher Education Center, and other teaching institutions to be identified

Goal V4-2 - Strengthen the pathway to careers for Denver high school and college graduates in the city's arts, culture and creative employment sector

STRATEGIES

- ▶▶ Convene education leaders from early childhood, K-12 and higher education institutions to cross-pollinate ideas, share resources, advocate for each other and craft collective impact approaches
- ▶▶ Develop Creative Industry Certificates to reflect credit-bearing experiences at high school and college levels
- ▶▶ Expand Creative Vitality Index to include arts education data
- ▶▶ Consider incentives to retain high school graduates in Denver via internships, scholarships, job shadowing and other opportunities
- ▶▶ Increase awareness among parents and students about career opportunities in Denver's creative sector. Align with Vision 5's goal to showcase and grow talent
- ▶▶ Engage parents in promoting artistic and creative careers
- ▶▶ Align with economic development efforts in Vision 6
 - *JumpStart 2013, Denver's economic development plan, Colorado Blueprint, the State's economic development plan, and Colorado Creative Industries*
- ▶▶ Suggested Partner(s) - Denver Public Schools, Metro State University of Denver, Colorado Creative Industries, Art & Creative Districts, others TBD
- ▶▶ Suggested Leader(s) - College in Colorado, Denver Office of Economic Development

Goal V4-3 - Launch a 21st century program for the recruitment and ongoing professional development of arts educators

STRATEGIES

- ▶▶ Actively recruit and reward teachers, both specialist art teachers and non-specialist teachers, to infuse the arts into math, science and other subjects
- ▶▶ Promote instructional partnerships between "formal" and "informal" systems (e.g. Denver Public Schools' Theatre Ed and Denver Performing Arts Complex; Denver Public Schools' Music Ed and the Colorado Symphony Orchestra; Denver Public Schools' Arts Ed and the Denver Arts Museum - Aurora model)
- ▶▶ Create an online bank of relevant tools for evaluation, professional development, sample curricula and other relevant topics
- ▶▶ Suggested Partner(s) - Denver Public Schools, Metro State University of Denver, Scientific and Cultural Collaborative, Denver Public Schools Coordinators, Think 360 Arts
- ▶▶ Suggested Leader(s) - Metro State University of Denver

2018-2020

Goal V4-4 - Promote educational programs and events offered by cultural institutions, city agencies, and arts entrepreneurs. Align with centralized information hub in Vision 2 - Amplify

STRATEGIES

- ▶▶ Expand use of existing directories with information on available arts education and instructions for students of all abilities. Also, align with potential websites or resources under development
- ▶▶ Activate and promote programs offered by Parks & Recreation and other "entry point" entities engaging with children, youth and adults
- ▶▶ Consider using massive open online course platforms
- ▶▶ Suggested Partner(s) - Denver Public Schools Coordinators, Denver Parks and Recreation, Denver Public Library, Arts Students League, Think 360 Arts, Art Garage, Scientific & Cultural Facilities District, Scientific and Cultural Collaborative, Community Partnership System, Scientific & Cultural Facilities District Arts to Zoo, interested cultural nonprofits, interested arts entrepreneurs, interested human services nonprofits

Goal V4-5 - Advance cultural literacy citywide

STRATEGIES

- ▶▶ Identify indicators of cultural literacy and design efforts to achieve them
- ▶▶ Increase public awareness about the value of cultural literacy for lifelong learning, economic prosperity, and quality of life
- ▶▶ Identify and implement public policies that support cultural literacy
- ▶▶ Leverage Denver Arts Week and other events to advance cultural literacy
- ▶▶ Align with brand, messages, media and information hub in Vision 2

Goal V4-6 - Increase partnerships between higher education, cultural organizations and arts entrepreneurs

STRATEGIES

- ▶▶ Convene educators from K-12 and higher education to identify assets and shared goals
- ▶▶ Implement a pilot project; identify opportunities to scale and share results
- ▶▶ Develop policies to incentivize collaborations
- ▶▶ Host networking events on a regular basis
- ▶▶ Suggested Partner(s) - Metro State University of Denver, University of Colorado, University of Denver, Community Colleges, Regis University, Emily Griffith Technical College, trade schools, Create Denver, Scientific & Cultural Facilities District, interested cultural nonprofits, interested arts entrepreneurs



BUILDING CAREERS & BUSINESSES

BY NURTURING 

VISION **5** N

LOCAL TALENT

OUR STRENGTHS

Denver enjoys an abundance of arts, culture and creative offerings. For a city of its size, Denver residents can enjoy a large array of events and activities year-round. The artistic and cultural offerings are vibrant and diverse, from major world-class institutions to underground arts venues. There is also an energetic, creative core in the private sector. The city is already a place for innovation, risk-taking and entrepreneurialism.

The community encourages reinvention and novelty, and Denver has a reputation for being forward-thinking. This is embodied by the variety of vibrant art scenes today, ranging from music to film, game design, and culinary arts, to name a few. Residents believe it is important for Denver to nurture creative professionals, with more than 75 percent of people stating that it is extremely important that local creative talent stay and grow in Denver.

A look into the nooks and crannies of the city reveals an abundance of actors, dancers, filmmakers, culinary artists, craftspeople, jewelry designers, fashion designers, furniture makers, and technology workers. One can also see photographers, digital artists, poets, quilters, novelists and screenwriters.

The City of Denver currently offers support through A&V's Create Denver initiative, exhibits and programs hosted at the McNichols Building through the Cultural Partner Program, and partnerships with cultural institutions. More specifically, Create Denver works to strengthen and expand opportunities for enterprises and individuals alike through its business development programs, promotional opportunities, and support for the city's arts and creative districts. Some nonprofits also offer programs designed to help artists grow their careers and businesses.

5

OUR CHALLENGES

Denver is a very good city for people working in arts, culture and creativity, from emerging art forms and artists to established creative professionals and their enterprises. Yet, there are no policy-based financial supports or incentives in place today to nurture Denver-based talent. Growth has been organic in nature and driven by individual entrepreneurialism. Denver's relatively small base of corporations, and likewise its very large base of small businesses, mean that Denver-based artistic and creative professionals cannot rely on corporate largesse to fuel acquisitions, commission new works or turn fledgling careers into established ones. While the nonprofits and companies that comprise the creative sector in Denver are largely supportive and collaborative, those efforts are primarily of smaller scale and with limited cross-pollination.

Denver's historic reliance on bold individuals willing to take a risk and "stake a claim" in the city with few public policy supports has caused a real, but somewhat hidden, limit to growth. While some scenes, such as music, flourish, others struggle to survive. It isn't surprising to learn that the greatest challenge reported by professionals and business owners is the difficulty they face in building successful careers and sustaining financially healthy organizations in Denver. Members of the general public shared stories of relatives who sought career success in cities with larger, more established cultural communities because there simply weren't enough opportunities to truly "make it" here. If you add the desire to achieve national or international prominence in one's chosen field, then the need to relocate from Denver can be even greater. That doesn't mean established artists can't find their way to Denver or return if they grew up here. And some spirited individuals do establish successful, sustainable careers here. But they are too often the exception rather than the rule.

Denver can do more to raise the national and international profile of local artistic and creative talent so these professionals can build thriving careers here. After all, the artistic, cultural and creative enterprises in Denver contribute to the city's overall quality of life and economic base, both of which are essential attributes for any thriving city. Advancing individual careers and enterprises leads to a more vibrant economy for the entire city.

How to encourage patrons, collectors, buy local. How to preserve districts.

OUR FOCUS

Nurture Local Artistic and Creative Individuals ▶▶ Denver-based artists, galleries, craft businesses, cultural nonprofits, and creative enterprises require policy support to help them grow, build sustainable revenue sources and create jobs. Local talent can be supported through professional, business and leadership development programs that address the unique needs of this field.

Celebrate Local Artistic and Creative Talent ▶▶ In addition, creative energy can be fostered across entities and sectors through collaborations and partnerships. Not only do these celebrations of local creativity instill pride in residents, but they also strengthen Denver's cultural brand. Although Denver's arts, culture and creativity are diverse, a common thread of risk-taking and collaboration unites them. These stories of risk-taking, entrepreneurship and cultural pride in Denver need to be told and celebrated.

Collect and Share Information ▶▶ There is a major gap, and opportunity, for data collection and information coordination. It is time to conduct a census of all arts, cultural, and creative individuals and their enterprises to better understand the landscape in which they operate and tout the story of Denver's array of offerings. The sector also needs a citywide directory with resources and vendors that serve arts organizations and artists.

Buy Local ▶▶ There is overwhelming agreement that arts, culture and creativity contribute to Denver's unique neighborhoods. These enterprises and individuals can be supported through a "buy local" campaign that raises awareness of local offerings. Additionally, the public art program can also be used to provide opportunities for emerging artists and up-and-comers.

Increase Availability of Affordable Spaces ▶▶ Programs and policies such as those described above can give new and existing organizations a stronger footing while engraining them more deeply into Denver's neighborhoods. For example, artistic and creative professionals have expressed needs for available and affordable spaces to live, work and perform. By aggregating data, promoting local support for Denver's talent and expanding resources specific to the sector, Denver can further infuse its neighborhoods with the cultural richness that builds stronger communities, which leads to a more vibrant economy. Develop and preserve current districts.

"WE'RE AT RISK OF LOSING SOME OF THE CREATIVE ENERGY WE HAVE BECAUSE IT'S SO HARD TO [MAKE A LIVING]."

Community Leader interviewed for IMAGINE 2020

LOCAL TALENT

Denver's diverse artistic and creative professionals are locally cultivated and flourishing. Denver is a great city for the arts, from emerging art forms and artists to established creative professionals and their enterprises. Our diverse individuals and institutions are celebrated and supported. Local talent is cultivated through professional development, financial support and recognition. We art Denver - we consume art produced here; we promote unique venues; and we support local creative businesses. The best minds come to Denver to create, collaborate and be showcased. Careers are born and made here. Creative pioneers are rewarded for their risk-taking. We take our cultural talent seriously and the rest of the world does, too.

Goals, Strategies and Timeline

2014-2017

Goal V5-1 - Offer a Culture Cash gift card to facilitate local resident engagement with the arts and strengthen art & creative districts, creative enterprises and cultural organizations

STRATEGIES

- ▶▶ Develop the concept of a singular gift card for arts, culture and creative purchases citywide. Use other models as a guide
- ▶▶ Deploy a crowd-sourced competition for local artistic and creative professionals to design the card and its related collaterals
- ▶▶ Link to DENVER 2 for 1 TIX
- ▶▶ Co-brand with IMAGINE 2020
- ▶▶ Suggested Partner(s) - Major retailers that sell gift cards, 1st Bank, Wells Fargo, First Data, Visa or MasterCard, Bonfils-Stanton Foundation, interested cultural organizations, Art & Creative Districts and arts entrepreneurs
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver), VISIT DENVER

Goal V5-2 - Launch a "buy local" campaign to promote acquisition of local art products and services by residents

STRATEGIES

- ▶▶ Align with Culture Cash gift card
- ▶▶ Consider using a "Made in Denver" stamp to co-brand with IMAGINE 2020 and buy local campaign
- ▶▶ Whenever possible, source local artistic and creative talent for city projects such as graphic design services, film/video production, etc.
- ▶▶ Suggested Partner(s) - Mile High Business Alliance, I Heart Denver store, interested creative industries, interested artists' organizations, 5280 Magazine, Westword, Denver Business Journal, The Denver Post

Goal V5-3 - Establish emerging artist opportunities through public art program

STRATEGIES

- ▶▶ For each new 1% for art commission, give an emerging artist the opportunity to present a proposal
- ▶▶ Partner emerging artists with mentors in the community to help realize a public art project
- ▶▶ Offer temporary/rotational locations to showcase emerging artists (example: Denver International Airport's "Cloudscape" on Peña Boulevard)
- ▶▶ Suggested Partner(s) - Denver Commission on Cultural Affairs
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

Goal V5-4 - Conduct a census of all arts, cultural, and creative enterprises

STRATEGIES

- ▶▶ Conduct a census of Denver-based artistic and creative professionals (examples: Chicago Artists Resource, Alliance of Artist Communities or Threewalls Chicago)
- ▶▶ Use data in the State of the Arts Report
- ▶▶ Suggested Partner(s) - Colorado Business Committee for the Arts, Western Arts Federation, interested creative industries, trade and professional associations, unions
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver)

Goal V5-5 - Create and coordinate a citywide directory of resources and vendors that serve arts organizations and artists

STRATEGIES

- ▶▶ Create an app and web platform that allow vendors to self-populate information Wiki-style
- ▶▶ Suggested Partner(s) - Galvanize and/or colleges and universities (as a possible class project)
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

Goal V5-6 - Expand Create Denver initiative to provide more educational and business development programming

STRATEGIES

- ▶▶ Take a Creative Capital approach with artists teaching artists. Create a large network of working artists/professionals to help teach
- ▶▶ Provide tailored professional development and business development services
- ▶▶ Provide professional networking opportunities
- ▶▶ Develop a business-based incubator program
- ▶▶ Suggested Partner(s) - Artistic and creative professionals
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver)

2018-2020

Goal V5-7 - Increase availability of and preserve affordability of accessible spaces for artistic and creative professionals to live, work and perform

STRATEGIES

- ▶▶ Assess feasibility of live/work space in North Denver with help from Artspace
- ▶▶ Explore land use policies and incentives that support affordability, preservation, and access, especially in art & creative districts
- ▶▶ Suggested Partner(s) - Denver Arts & Venues, Urban Land Institute Colorado, Office of Economic Development, Create Denver, Denver Housing Authority, North Denver Cornerstone Collaborative

Goal V5-8 - Provide opportunities and avenues for learning more about and for purchasing affordable health care

STRATEGIES

- ▶▶ Explore forming groups of artistic and creative professionals to collectively purchase insurance
- ▶▶ Suggested Partner(s) - Connect for Health Colorado, Denver Health
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

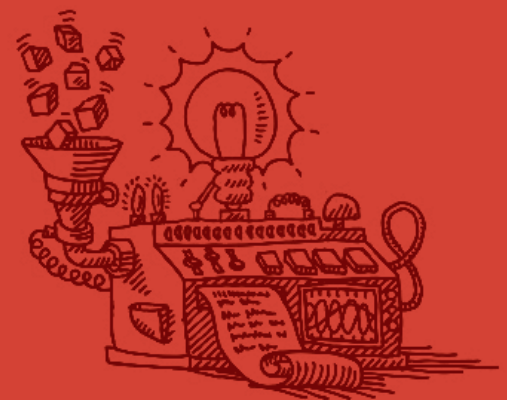
"I HOPE TO SEE LOCAL ARTISTS, MAKERS AND DESIGNERS WORKING TOGETHER FOR NATIONAL EXPOSURE AND BETTER BUSINESS OPPORTUNITIES."

Quote from What do you imagine for arts, culture and creativity?

FUELLING



OUR ECONOMIC



VISION **6** N

ENGINE

OUR STRENGTHS

Arts, culture and creativity are important to Colorado. Colorado is a leader in the creative industries, which include six creative sectors: design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. In fact, the creative sector is the fifth largest employment cluster. Across Colorado, creative enterprises and creative occupations contribute over 186,000 direct jobs. Among all states in the U.S., Colorado ranks fifth in concentration of creative occupations. Based on 2000 census data, Colorado ranked second among all states in concentration of architects, fifth in total artists, seventh in designers, seventh in writers and authors, eighth in photographers, and ninth in producers and directors as well as musicians.

This industry is an economic driver for the Denver metropolitan area too, as reported by the Colorado Business Committee for the Arts (CBCA) in its biannual study. SCFD-funded organizations generated a total of \$1.76 billion in economic activity and contributed \$527 million in direct economic impact within the seven-county metro area in 2011. It is important to note that these measures do not include private-sector entities; only charitable SCFD recipient organizations are analyzed, which means the economic activity and impact of the entire arts, cultural and creative sector is even greater.

Denver is considered to be an arts and culture destination for both consumers and creative producers, particularly in the Mountain West region. Denver's Creative Vitality Index (CVI™), calculated by the Western States Arts Federation (WESTAF), boasts above-average economic activity and participation in the arts compared to other communities. These above-average participation numbers were corroborated by the general public telephone survey conducted for IMAGINE 2020.

Denver's creative sector consists of more than 3,613 creative enterprises and employs approximately 20,398 creative workers. The sector includes arts and creative districts, more than 120 galleries and 160 performance venues, and approximately 180 film-related businesses. The designated arts and creative districts are a component of Denver's public policy, supporting arts, culture and creativity.

Other support structures are in place as well. Denver's JumpStart 2013 Strategic Plan provides a backbone for business development, lending and investment and workforce development (JumpStart 2013). Cultural tourism is being promoted and cultivated by VISIT DENVER, city government, state government, and a number of interested business and civic organizations.

Arts, culture and creativity contribute greatly to Denver's economy and quality of life by offering unique experiences to residents and tourists, creating jobs, attracting a talented workforce and strengthening the community. Denver residents agree. Eighty-seven (87) percent of Denver residents surveyed for the cultural plan agree that arts, culture and creativity in Denver contribute to Denver's economy. Additionally, 85 percent agree they attract tourism. Eighty-one (81) percent believe that arts, culture and creativity support and create active and unique neighborhoods.

OUR CHALLENGES

One of the greatest challenges in further advancing the economic outcomes of Denver's arts, culture and creative sector is a lack of data that encompasses the full spectrum of artistic, cultural and creative entities and activities in Denver. While data sources are in place for the State of Colorado, the Denver metro area, Denver-based arts businesses, and SCFD-funded entities, there is no singular body of data measuring all economic impact in the City of Denver. Similarly, no designated entity or collective is charged with bringing this data together and analyzing it with an eye towards informing public policy and messaging. As a result, the scope, scale and impact of this sector of the economy - and its needs - are under-reported. Without hard data to make the case for the resources and infrastructure necessary to support further growth and vitality, this important sector of Denver's economy won't reach its true potential.

As Colorado's state capital and largest city, Denver is an economic catalyst for the metro area and the state. While IMAGINE 2020 is specific to Denver, the success of the cultural plan's implementation will have positive ripple effects for the metro area and for Colorado.

OUR FOCUS

Achieve Two-Fold Economic Results ➤ Denver residents, creative community members and leaders envision a future in which Denver's economic vitality is further accelerated by arts, culture and creativity. Arts, culture and creativity are both a "means" and an "end" to achieving desired economic results. They accentuate other industries, such as tourism, and the sector encompasses a number of interrelated industries. As such, the payback to Denver is two-fold when one considers the positive impact this sector has on the city's economy.

Encompass all Arts, Culture and Creativity ➤ The magnitude and impact of arts, culture and creativity are greater than has been recognized historically when Denver considers the breadth of enterprises included. Other cities have recognized that arts & cultural institutions and creative enterprises are part of a larger economic sector comprised of nonprofit and for-profit entities. This shift in thinking has allowed other cities to pursue more comprehensive messages, policies and supports such as asset mapping of all entities in the arts, culture and creative industries and measuring their combined economic impact. Simultaneously, the differences between nonprofits and businesses have been reduced as more nonprofits adopted social enterprise models and companies have focused on social good. While important distinctions remain, the commonalities among arts leaders striving to grow thriving organizations outweigh them.

Strengthen Arts & Creative Districts ➤ Denver's arts and creative districts are a nexus. Each has unique offerings and identities representative of its neighborhood, providing a connection for its nonprofit and for-profit affiliates. Together they form a common connection across the city and are much more than First Friday destinations for residents. These districts can be a backbone of Denver's public policy supporting this sector. They are a selling point for cultural tourism and an important economic driver for the city, the metro area and the state. Increasing cultural tourism serves as both a means and an end to economic development goals for arts, culture and creativity.

Provide Financial Supports ➤ Financial sustainability is top-of-mind for arts, culture and creative entities. It is widely known that nonprofits face increasing competition for charitable funding as the number of 501(c)(3) organizations increases. Many arts nonprofits find it especially challenging to create sustainable business models when ticket fees cover only a portion of total operating expenses. Likewise, artistic and creative professionals strive to establish their own sustainable careers and enterprises in Denver as they seek affordable spaces to live and work. City government can deploy proven incentives and supports such as enterprise zones to fuel this sector.

Encourage Corporate Engagement ➤ There is an opportunity to involve the business community with this sector in more meaningful ways, such as philanthropic partnerships, workforce development, arts education, audience participation and urban revitalization. Likewise, businesses can be encouraged to "buy local." The Mayor's encouragement could go a long way in spurring the corporate community to engage with and invest in arts, culture and creativity citywide.

Embrace New Approaches ➤ As a place for innovative thinking and entrepreneurial energy, Denver could take a leading role in bringing new approaches to program development, audience engagement, fundraising, infrastructure, technology and social entrepreneurship. Denver and the state have already committed to maximizing use of social impact bonds, for example. These bonds could be used to address Denver's cultural deserts. Crowd-sourced funding for both private investment and philanthropic giving is becoming more accepted and expected, as those funding mechanisms gain traction nationally (and globally). A&V can play a lead role in these efforts as the agency continues to support the city's cultural partners.

Launch a Data-Driven R&D Function ➤ Growing this sector strategically through 2020 requires a data-driven research and development (R&D) function that can gather, monitor, report and mine data. This research and development function will aid the city in telling the full story of economic impact made by the arts, culture and creative industries across the nonprofit, for-profit and government sectors - and use that story to inform public policy and messaging. A deeper partnership between the Denver Office of Economic Development (OED) and A&V is an important step in this direction. Further highlighting this industry in the JumpStart economic development plan for the city will embed it into the economic consciousness of city leaders. From there, the city can engage the broader business community in supporting cultural nonprofits as well as arts-based and creative businesses.

Embed Arts, Culture and Creativity into Government Priorities and Practices ➤ Denver is part of a larger metropolitan community and the state. As the state capital and the largest city in the state, Denver is home to a majority of organizations working in arts, culture and creativity. This plan is designed to further embed arts, culture and creativity into city-government priorities and plans as the City of Denver embodies this core value. Denver also recognizes that its lessons can inform the policies and practices of neighboring communities, thus strengthening the entire region - and the state. Denver will also continue to learn from other communities across the state - and bring those best practices to Denver.

ECONOMIC VITALITY

Denver's economic vitality is accelerated by arts, culture and creativity. Arts, culture and creativity are an essential component of Denver's thriving economy, from art & creative districts and creative industries to cultural tourism. The city embraces and nurtures creative industries. New public-private partnerships are forged to spur economic vitality and job creation. Resources and infrastructure are in place to leverage and invest in future financial prosperity. Denver tells the full story of economic impact of arts, culture and creativity across the nonprofit, for-profit and government sectors.

Goals, Strategies and Timeline

2014-2017

Goal V6-1 - Inventory all arts, cultural, and creative enterprises for policy and messaging purposes

STRATEGIES

- ▶▶ Define what we mean by "arts," "culture" and "creative," using Colorado Creative Industries' study as a guide
- ▶▶ Deploy a hack-a-thon to create this asset map
- ▶▶ Leverage hack-a-thon for visibility and marketing
- ▶▶ Suggested Partner(s) - Denver Office of Economic Development, Western Arts Federation, Piton Foundation, Galvanize, other data experts
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver)

Goal V6-2 - Document the full economic impact of art, culture and creativity in the City of Denver via an annual "State of the Arts" report

STRATEGIES

- ▶▶ Encompass all facets of arts, culture and creativity in Denver (across sectors) to tell the full story of the economic benefit and community impact of arts, culture and creativity
- ▶▶ Use data collected from asset mapping
- ▶▶ Include workforce data to tell economic impact story
- ▶▶ Include data that illustrate ability to develop local talent via educational pathways from K-12 to post-secondary education (Vision 4)
- ▶▶ Illustrate Denver's regional competitive advantage
- ▶▶ Suggested Partner(s) - Denver Office of Economic Development, City of Denver Marketing Department, Western Arts Federation, Piton Foundation, Galvanize, P-20 education leaders, other data experts
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

Goal V6-3 - Fuel development of art & creative districts as a backbone of Denver's creative industries and placemaking activities

STRATEGIES

- ▶▶ Consider transition to a Business Improvement District model
- ▶▶ Consider enterprise zones as a model for incentivizing arts-related development in cultural deserts, art & creative districts
- ▶▶ Increase visibility of districts and neighborhoods
- ▶▶ Enhance public-private partnerships at the district level and across districts
- ▶▶ Explore Rent Control regulations and other tools to preserve affordability and prevent displacement
- ▶▶ Suggested Partner(s) - Arts & Creative Districts, interested local non-arts businesses, Denver Office of Economic Development, Office of Economic Development and International Trade
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver)

Goal V6-4 - Enhance cultural tourism in partnership with VISIT DENVER

STRATEGIES

- ▶▶ Support new 3-day and 5-day tourist access passes
- ▶▶ Emphasize diversity of creative industries and cultural identities in Denver
- ▶▶ Suggested Partner(s) - Denver Arts & Venues
- ▶▶ Suggested Leader(s) - VISIT DENVER

Goal V6-5 - Provide financial support and incentives via public, private and philanthropic sources

STRATEGIES

- ▶▶ Explore fee structures similar to 1% for public art that provide sustainable funding for programs, policies and initiatives
 - Explore 1% for Art model for private development on city-owned property (example: Airport City and development along the commuter rail line to Denver International Airport)
- ▶▶ Explore arts enterprise zones as a means to incentivize artistic and creative professionals to locate in under-resourced neighborhoods
- ▶▶ Increase flexibility for and expand use of Common Consumption Areas as a means to create self-sustaining revenue streams for arts nonprofits and businesses
- ▶▶ Create a tax incentive (State level) for out-of-state artists to buy local materials and contract local firms to fabricate public art projects in Denver
- ▶▶ Align with city's social impact bond program, as applicable
- ▶▶ Use crowd-sourced private investment and philanthropic tools (e.g., power2give) to engage a broader array of investors and donors in advancing local efforts
 - Invest in local start-up and growth arts enterprises (for-profit)
 - Invest in local philanthropic opportunities, including small, neighborhood- and community-driven efforts
- ▶▶ Suggested Partner(s) - Denver Office of Economic Development, financial experts, Piton Foundation, Denver Foundation's Strengthening Neighborhoods program
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

Goal V6-6 - Develop a data-driven research and development function to inform policies and guide future strategies

STRATEGIES

- ▶▶ Align with other organizations seeking to maximize data for the common good
- ▶▶ Identify the resources required to do this right (e.g., research director, ready access to necessary data, etc.)
- ▶▶ Please note the hack-a-thon and data portal initiatives mentioned in Visions 3, 4 and 5 (is this consistent with how other Visions are cross-referenced?)
- ▶▶ Suggested Partner(s) - Western Arts Federation, Piton Foundation, Galvanize, other data experts
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver)

2018-2020

Goal V6-7 - Align IMAGINE 2020 with Colorado Creative Industries initiatives and Denver's JumpStart plan to grow the number and strength of Denver's creative industries

STRATEGIES

- ▶▶ Identify specific needs related to workforce development and economic development
- ▶▶ Suggested Leader(s) - Denver Arts & Venues (Create Denver)

Goal V6-8 - Continue to support the city's cultural partners

STRATEGIES

- ▶▶ Implement Denver Performing Arts Complex Master Vision Plan
- ▶▶ Renew the Cultural Partners Program after the renovations and re-opening of the McNichols Building
- ▶▶ Suggested Partner(s) - Cultural partners
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

Goal V6-9 - Establish a signature festival of significant caliber to lift Denver's image and attract cultural tourism

STRATEGIES

- ▶▶ Identify the partner/festival promoter with the most promise to serve this role. Consider a crowd-sourced community selection process
- ▶▶ Suggested Leader(s) - Denver Arts & Venues

In Denver County, "creative industries" comprise a 6.52 percent share of all businesses. The national average is 2.9 percent.

LEADING



CULTURAL DEVELOPMENT

TO 2020

VISION **7** N

AND BEYOND



OUR STRENGTHS

Denver is fortunate to have a vast array of committed stakeholders in arts, culture and creativity across the nonprofit, business, civic, and government sectors. Denver's entrepreneurial spirit and positive attitude have resulted in hundreds of interested entities and individuals dotting the cultural landscape, each staking out its own claim, much like the miners and settlers of the 1860s.

A tour of city government reveals several important players. Denver's strong mayor-council form of government provides broad legislative power. Generally speaking, the Mayor sets the vision for the city, marshals the efforts of city government, and leverages his "bully pulpit" to message, nudge and align people and resources around important issues. City Council has the authority and community reach to advance arts and culture as well. As the city agency in charge of stewarding the cultural vibrancy and physical assets of the community, A&V has a role in facilitating policy development, providing signature programming and supporting arts, culture and creativity. The Denver Commission on Cultural Affairs, appointed by the Mayor, serves as an advisory board to the A&V cultural programming staff. The Denver County Cultural Council, a group of 11 members appointed by City Council, serves as the grant review board to allocate SCFD funds to Denver Tier III organizations.

There are numerous public and nonprofit entities working to advance cultural policy, advocacy and support for the state, metro area and city. A few organizations focus all or part of their efforts on economic development. Colorado Creative Industries, a division of the Colorado Office of Economic Development & International Trade (OEDIT), strives to build the reputation and investment in the state's creative economy. The Colorado Office of Film, Television & Media, a separate division of the OEDIT, is in the business of supporting Colorado's film industry and attracting film makers to Colorado. CBCA guides the state's business community to leverage the arts for economic vitality and publishes the biennial Economic Activity Study of Metro Denver. VISIT DENVER encourages cultural tourism to Denver.

The one entity exclusively dedicated to advocacy is Arts for Colorado, which is a nonpartisan 501(c)(4) nonprofit organization committed "to improving the climate for creative industries throughout the state, facilitating advocacy for Colorado's arts and culture, and preserving and expanding state-level public-and private-sector support for the arts." Its charitable 501(c)(3) arm, Colorado Citizens for Culture, focuses on awareness.

The primary source of public funds for the arts in the seven-county metropolitan area is the SCFD. Since 1989, citizens have agreed to be taxed in order to support artistic, cultural and scientific organizations in their community. Indeed, SCFD was reauthorized by public vote in 1994 and 2004, and will go to the voters again in 2016, prior to its scheduled sunset in 2018. The statute has been amended in conjunction with reauthorization and its overall structure and guidelines are fairly restrictive.

OUR CHALLENGES

Leadership, particularly around policy and vision, is a notable gap in Denver's cultural landscape. No single entity is looked to or tasked with advancing public policy for arts, culture and creativity. As a result, Denver lacks coordinated messaging and action to advance arts, culture and creativity in a strategic manner. The challenges noted above are exacerbated by this lack of leadership, coordinated action and mutual accountability. Furthermore, IMAGINE 2020's collective vision cannot be achieved without it.

While the city is considered an important player, it has been neither a significant funder nor a consistent visionary leader. Consequently, the City of Denver is not viewed as the "go-to" to advance the arts, culture and creative sectors. With unparalleled access to all sectors and other city departments, not to mention Denver's own world-class, city-owned venues, the City of Denver and A&V have an opportunity to be a leader, a convener, a coordinator, and an advocate for arts, culture and creativity.

OUR FOCUS

Arts, culture and creativity have grown organically over the past twenty-five years. The disadvantages of organic growth can be redundancy, inefficiency, instability and a lack of cohesion. Denver needs a strong vision and set of values to unify its various cultural assets and players if it is to achieve the high-impact results recommended in this cultural plan.

Achieve Collective Results ➡ Denver's community is mutually supportive and generally collaborative. Yet there is untapped potential to bust through barriers together. Doing so will require sustained collective leadership dedicated to advancing arts, culture and creativity across the city. Accountability for results and transparency in reporting to an arts-loving public must be paramount.

Lead by Example ➡ IMAGINE 2020's collective vision calls upon Denver's vast arts, cultural, creative, civic, business and government communities to lead collectively. The City and County of Denver and the Mayor's Office have a distinct role to play in achieving this collective vision. The Mayor and his administration can provide additional leadership by advancing a collective vision across sectors, further instilling a core value of the arts across city agencies, supporting policy efforts, and encouraging overall engagement.

The city can marshal resources, engage diverse stakeholders, create new public policy and steward cultural assets. It can instill a commitment to collective effort, accountability and results. Additionally, the Mayor can emphasize the value of the arts through action, messaging and celebration.

The following recommendations represent capabilities and competencies unique to city government and A&V in particular, and affirm feedback received from key stakeholders and partners. These recommendations also underlie the cultural plan's goals and objectives, which are listed in a subsequent section of this plan.

"THIS PROJECT IS ENTIRELY BOTTOM-UP. THAT MEANS NEIGHBORHOODS AND NEIGHBORS, AND CHILDREN WHO IN 2020 WILL BE VOTING FOR THE FIRST TIME. IT MEANS COMMUNITIES – DIVERSE AND STRANGE COMMUNITIES, FROM MARCHING BANDS TO CO-OP GALLERIES, FROM BLOCK PARTIES TO FARMERS MARKETS. THIS PROJECT IS WHERE PEOPLE COME FIRST."

- from the Imagine 2020 blog

COLLECTIVE LEADERSHIP

Collective leadership is committed to high impact results across Denver. Leaders across civic, business, government, and philanthropic sectors have joined together to pursue opportunities and address challenges for Denver. Shared commitment, pooled resources, and joint accountability achieve results otherwise unattainable. Information sharing, joint planning and collaborative programming define how we achieve results for our community. Along the way, we strengthen the network of relationships between individuals, organizations, and sectors. As a result, collective leadership advances arts, culture and creativity for Denver.

Goals, Strategies and Timeline

2014-2017

Goal V7-1 - Launch an alliance of organizations committed to advancing inclusiveness and eliminating barriers to engagement for Denver residents

STRATEGIES

- ▶ Assemble a group of committed players from different sectors to advance a common agenda and solve a complex societal issue
- ▶ Study and implement the optimal collective impact model
- ▶ Determine optimal governance structure, including use of community advisory board
- ▶ Commit to achieving IMAGINE 2020's Vision 3
- ▶ Prioritize under-resourced neighborhoods and cultural deserts in Denver
- ▶ Share best practices and report on results. Align with the State of the Arts report
- ▶ Consider use of social impact bonds to fund this collective endeavor
- ▶ Determine ways to leverage this work for metro region-wide impact
- ▶ Co-brand with IMAGINE 2020
- ▶ Suggested Partner(s) - Denver Commission on Cultural Affairs, Mayor's Office, Denver Office of Strategic Partnerships, Scientific and Cultural Collaborative, cultural organizations working to address this issue, interested foundations, organizations with data expertise
- ▶ Suggested Leader(s) - Denver Arts & Venues

Goal V7-2 - Convene arts-supporting leaders and elected officials annually to advance arts-centered policies and practices

STRATEGIES

- ▶ Include civic/business, community leaders, art & creative districts, art societies, and cultural organizations
- ▶ Encourage cross-sector partnerships and financial support

- ▶ Share information on initiatives that can benefit the entire community (e.g., audience development with communities of color)

▶ Suggested Partner(s) - Denver City Council, Mayor's Office, Congresswoman Diana DeGette's Office, Denver County Cultural Council, Art & Creative Districts, Colorado Creative Industries, Bonfils-Stanton Foundation, Western Arts Federation, professional societies

- ▶ Suggested Leader(s) - Denver Commission on Cultural Affairs

Goal V7-3 - Inspire arts funders to invest in the implementation of IMAGINE 2020

STRATEGIES

- ▶ Identify opportunities for seed funding, multi-year funding and partnerships
- ▶ Explore if the arts funders would be willing to add a question on their applications about how the grant request reflects specific goals of IMAGINE 2020
- ▶ Suggested Partner(s) - Denver Commission on Cultural Affairs, Arts & Venues, Scientific & Cultural Facilities District, Denver County Cultural Council, interested foundations
- ▶ Suggested Leader(s) - Bonfils-Stanton Foundation

Goal V7-4 - Expand the role of the Denver Commission on Cultural Affairs to serve as steward of cultural plan implementation

STRATEGIES

- ▶ Revised role, authority and composition to ensure the commission has the necessary authority and gravitas to steward the cultural plan's implementation
- ▶ Articulate the guiding philosophies for IMAGINE 2020 and ensure they are upheld across the city (e.g., live the collective brand, be artist-centric, etc.)
- ▶ Suggested Partner(s) - Denver Arts & Venues, Mayor's Office
- ▶ Suggested Leader(s) - Denver Commission on Cultural Affairs

Goal V7-5 - Advocate for a vibrant and thriving arts, culture and creative community

STRATEGIES

- ▶ Support reauthorization of the Scientific & Cultural Facilities District
- ▶ Support K-12 school-based arts education and the Denver Public Schools' strategic plan
- ▶ Prepare for an increasingly digital future that will impact all aspects of arts, culture and creativity
- ▶ Note - this goal can be incorporated into the work of the public-private partnership. See the separate goal listed under this vision
- ▶ Suggested Partner(s) - Denver Public Schools, Scientific & Cultural Facilities District, arts advocacy organizations, foundations, arts philanthropists, chambers and business organizations
- ▶ Suggested Leader(s) - Denver Commission on Cultural Affairs

Goal V7-6 - Monitor and report on Cultural Plan implementation

STRATEGIES

- ▶ Implement accountability measures to track progress and results for IMAGINE 2020
- ▶ Track and share with the community
- ▶ Re-administer the general public survey to assess results at mid-point in plan implementation
- ▶ Suggested Partner(s) - Denver Arts & Venues
- ▶ Suggested Leader(s) - Denver Commission on Cultural Affairs

Goal V7-7 - Develop the next generation of cross-sector leadership for arts, culture and creativity

STRATEGIES

- ▶ Encourage and support artistic and creative professionals in pursuing public or appointed leadership positions
- ▶ Recruit arts-supporting leaders from all sectors to aid the city in implementing I2020
- ▶ Encourage participation in leadership programs and provide scholarships as needed
- ▶ Suggested Partner(s) - Denver Chamber Leadership Foundation, Downtown Denver Partnership, Colorado Business Committee for the Arts

2018-2020

Goal V7-8 - Launch a public-private partnership (e.g., an alliance) encompassing all arts, cultural and creative entities citywide with a unified focus on building the infrastructure necessary for 21st century cultural development and promotion

STRATEGIES

- ▶ Entity to serve as: information synthesizer, convener, brand builder, and promoter
- ▶ Identify optimal structure and legal form, including governing body
- ▶ Serve as an information hub with web portal for data sharing, including best practices, specific tools/resources, demographics, evaluations, metrics and more
- ▶ Stay abreast of trends and emerging models nationally and bring to Denver as appropriate
- ▶ Establish a shared investment in digital assets from various arts, cultural and creative organizations in order to increase media presence, including the development of digital press releases and other digital content
- ▶ Engage in collective advocacy for arts, culture and creativity citywide
- ▶ Implement research and development and data functions
- ▶ Collaborate with affinity organizations and trade associations (American Institute of Graphic Arts, Colorado Film and Video Association, Screen Actors Guild/Equity, etc.)
- ▶ Host a conference or other coverings as necessary
- ▶ Consider opportunities to evolve to serving the region
- ▶ Suggested Partner(s) - Mayor's Office, Denver Commission on Cultural Affairs, business, civic and community leaders
- ▶ Suggested Leader(s) - Denver Arts & Venues

Goal V7-9 - Monitor and report on Cultural Plan implementation

STRATEGIES

- ▶ Re-administer the general public survey to report on final results
- ▶ Author an IMAGINE 2020 final report to share results, lessons learned and future recommendations
- ▶ Suggested Partner(s) - Denver Arts & Venues
- ▶ Suggested Leader(s) - Denver Commission on Cultural Affairs

ACHIEVING OUR COLLECTIVE VISION

IMPLEMENTING IMAGINE 2020

A cultural plan as comprehensive and ambitious as IMAGINE 2020 will require sustained collective effort from many people and organizations. Future success rests on its ability to remain relevant and useful as the city responds to new opportunities and unforeseen challenges. Strategically focused leadership and a commitment to collective impact are vital to achieving this bold vision in seven years.

A framework for success throughout the next seven years includes:

- ▶▶ Prioritizing the many goals outlined in the plan
- ▶▶ Seeking new resources and partnerships for implementation
- ▶▶ Developing a platform for communitywide implementation and ongoing communication
- ▶▶ Calling upon leadership across the community – from City Hall to businesses to cultural institutions – to activate IMAGINE 2020

Top Priorities

During the process of creating this plan, attention was paid to making the goals bold and visionary but still pragmatic and achievable. With more than 50 goals outlined in IMAGINE 2020, the Stakeholder Leadership Group identified 10 priorities as imperatives to build momentum and achieve results.

- ▶▶ Support Denver Public Schools' arts education strategic plan
- ▶▶ Maximize Denver365.com website for residents and visitors
- ▶▶ Increase visibility of local artistic and creative talent
- ▶▶ Launch a public-private partnership with a focus on building the infrastructure necessary for 21st century cultural development and promotion
- ▶▶ Identify, inventory and rank the availability of arts, culture and creativity in every neighborhood, noting cultural deserts

- ▶▶ Address barriers that limit participation such as affordability, transportation and other factors
- ▶▶ Increase availability of affordable and accessible live/work spaces for creative sector workers
- ▶▶ Launch an alliance of organizations committed to inclusiveness and engagement in arts and culture
- ▶▶ Inventory all arts, cultural, and creative enterprises for policy and messaging purposes
- ▶▶ Offer a "Culture Cash" gift card, with proceeds benefiting IMAGINE 2020 initiatives

These goals are marked and more clearly described under its corresponding Vision element (see pages 26-69)

ACHIEVING OUR COLLECTIVE VISION

New Resources & Partnerships

As the lead agency, Arts & Venues will seek opportunities to provide resources and leverage relationships to advance IMAGINE 2020 such as creating a forum for collective leadership and partnerships, and developing policies to enhance Denver's cultural environment. Yet, many of the goals outlined in the plan do not require significant resources or a major shift in focus; rather, small but meaningful changes to outreach, marketing, policies or programming can advance the goals of IMAGINE 2020.

Communicating Our Progress

Arts & Venues will produce quarterly and annual materials to inspire the community to move the plan from ideas to implementation, and will feature organizations and individuals working in the spirit of IMAGINE 2020. Additionally, A&V plans to conduct the Public Survey again in Years 3 and 7 to see how perceptions, barriers and community interest in arts, culture and creativity have shifted as a result of IMAGINE 2020.

Platform for Community Engagement

As the architect of the cultural plan, Arts & Venues serves as chief convener, connector, steward and communicator for IMAGINE 2020. However, it is all of our responsibilities to implement the collective vision described in plan. All parts of the community – individuals, cultural organizations, corporations, business owners, neighborhood organizers and elected officials – are called to embrace IMAGINE 2020 and activate the plan.

Denver Residents

Support from the community is fundamental to the health and sustainability of Denver's cultural ecology, and no cultural plan can be successfully implemented without the community participating actively in the cultural life of Denver. As key stakeholders, residents can implement IMAGINE 2020 by:

- ▶▶ Advocating for arts, culture and creativity in their community, workplace and schools
- ▶▶ Participating in cultural programming by attending an SCFD Free Day, signing up for a class, buying artwork from a local artist or gallery, or purchasing a ticket to a local theatre company performance

- ▶▶ Donating to a local arts nonprofit organization or volunteering your time

- ▶▶ Joining a cultural organization board or committee

Civic & Business Leadership

Supporting arts, culture and creativity is good business. Investments in the creative sector can pay dividends: corporate brand alignment, employee satisfaction, lively workspaces, community quality of life, and a 21st century workforce are just some examples. Denver's business and civic leadership can align with IMAGINE 2020 goals and improve the linkages between the cultural vitality and business success by:

- ▶▶ Providing financial and leadership support for programs that increase access, encourage placemaking, and infuse arts into communities
- ▶▶ Supporting art and creativity in the workplace
- ▶▶ Buying local art, graphic design, media services, etc.
- ▶▶ Including arts, cultural and creativity as part of Denver's brand message

Cultural Institutions & Creatives

The plan calls upon the creative community to engage with Denver residents in a concerted, coordinated effort to make arts, culture and creativity a valued and accessible part of their daily life.

- ▶▶ Partnering with in the creative sector and across sectors to engage in collective impact strategies that transform our communities and build audiences
- ▶▶ Transcending organizational boundaries by sharing data, expertise, best practices and lessons learned for the advancement of the sector as a whole
- ▶▶ Placing the community first and becoming active leaders in neighborhood and community development activities
- ▶▶ Utilizing the IMAGINE 2020 Toolkit for organizations to tag programs, events and initiatives as inspired by or in the spirit of IMAGINE 2020

City Leadership

The Mayor, city government and A&V in particular have unique capabilities and competencies to activate IMAGINE 2020.

Denver City Government

➤ **Embrace arts, culture and creativity as a core value** in city plans, permits, policies and practices. The City of Denver can raise issues, offer communitywide challenges, and rally support. It can lead by example and be a model as it finds innovative new approaches, leads with investments, and embeds arts, culture and creativity into the way it serves.

➤ **Reduce barriers to participation in daily life** by infusing arts, culture and creative programs into city-owned buildings and city-run programs. Denver can use its libraries, parks, and facilities to host arts-based programs, for example. It can also leverage its various communication tools such as websites, newsletters and commissions to notify the public about the offerings in their neighborhoods in partnership with City Council.

➤ **Expand the use of arts, culture and creativity as a community builder** in neighborhoods and throughout the city. Much like “food deserts” denote a lack of access to affordable and healthy food, cultural deserts denote a lack of access to artistic, cultural and creative activities at the neighborhood level.

➤ **Policy developer** – As a public entity, there is opportunity to develop, advocate for and implement policy for Denver. Leadership could leverage other city agencies and branches of city government to formulate, adopt and implement public policies regarding arts, culture and creativity. Effective policy could influence infrastructure investments, provide incentives, facilitate creation of affordable work spaces for artistic and creative professionals, address zoning requirements, support integrated/accessible opportunities and ensure data-driven decision-making.

➤ **Economic development facilitator** – As a multi-sector convener, the city could further facilitate the growth of Denver’s arts, culture and creative sector and communicate their positive impact on the city’s economic vitality. A&V can help to direct economic growth and opportunity in a way that is accessible and inclusive.

➤ **Address the issues that limit participation** by insisting that all cultural partners address the challenge of serving diverse audiences in meaningful ways.

➤ **Celebrate the richness of offerings** in arts, culture and creativity across neighborhoods, ethnic and cultural communities, ages, and interests. The city can champion the creation and collective use of a singular cultural brand and common messages.

➤ **Encourage stronger partnerships and collaborations** with Channel 8, Office of Economic Development, Office of Children’s Affairs and other city agencies.

Denver Arts & Venues

Leveraging the agreed-upon strengths and closing these noted gaps calls for a more robust role for A&V, specifically, to accelerate arts, culture and creativity citywide.

➤ **Leader** – A&V occupies a unique place among public, private and community-based entities and could play an important leadership role in bringing together various communities and institutions, marshaling resources and accessing other city agencies and departments. It can be inclusive and responsive to community needs. A&V can also serve as a leader and ambassador of the public’s desire for arts education and ongoing learning, helping to support Denver’s cultural literacy. Currently, there is a leadership gap in this arena. With the reauthorization of SCFD approaching, the city can lend a crucial voice in securing that tax base as it addresses the gaps identified through IMAGINE 2020.

➤ **Convener and coordinator** – With its holistic perspective on IMAGINE 2020, A&V has the opportunity to initiate and organize groups to advance the plan’s goals. Beyond gathering individuals, A&V would be responsible for maintaining cohesion among these different groups, developing programs for assembling these groups, and serving as an administrative resource to help execute IMAGINE 2020. Success will depend upon regular meetings, agreed upon deliverables and mutual accountability.

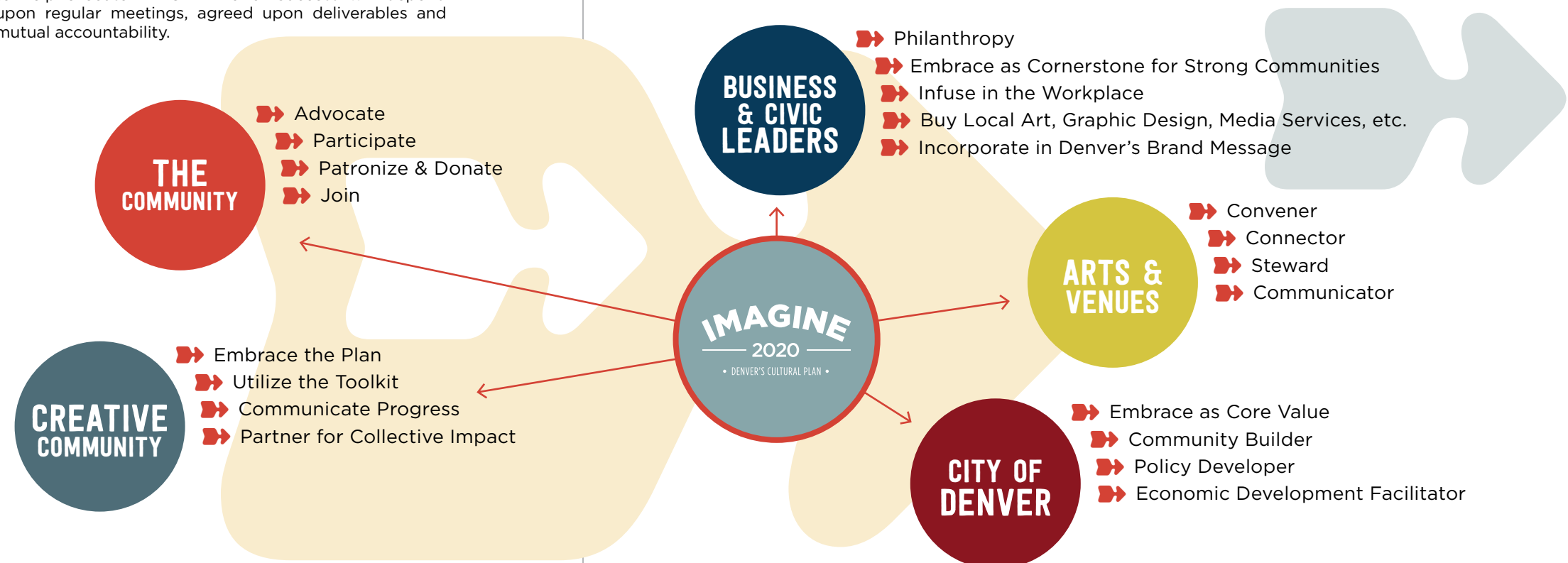
➤ **Communicator** – Through its connections and broad reach, A&V could amplify what’s happening culturally and spread awareness. Additionally, A&V can serve as the principal communicator to artistic and creative professionals in Denver, and support their success by facilitating information exchange.

➤ **Asset manager and steward** – A&V oversees the city’s cultural facilities and assets, which contribute to the vitality of the artistic, cultural and creative community. A&V has a responsibility to manage these venues effectively to ensure their future sustainability and relevance. There is also an opportunity to activate underutilized spaces in order to manifest IMAGINE 2020’s goals and visions. In addition, the agency administers the Public Art mandate, which affords it a voice in how the city looks and feels.

➤ **Signature programmer** – A&V could concentrate its efforts and develop a signature program or set of programs to provide focus and continuity. These programs could also be a source of widespread participation and local pride, serving to integrate a creative spirit into a high-density and rich atmosphere for Denver where arts, culture and creativity are infused into everyday life. Additionally, A&V can lead programs that support national recognition and brand-building.

➤ **Incubator** – Many of the new ideas within IMAGINE 2020 strive to build collaboration and thus exist in a cross-sector space without a definitive home. While these programs are getting off the ground, A&V could serve as a temporary home so they can grow and foster in a collaborative environment until they are up and running and able to independently self-sustain. A&V can serve as a launch pad for new projects exploring “what could be.”

➤ **Research aggregator** – With many of the goals and visions addressing exploratory data gathering initiatives, A&V has an opportunity to house these research projects and serve as a centralized data hub. A&V can bring a strategic perspective to data gathering, analysis and reporting, and tell the story for Denver.





IMAGINE

2020

• DENVER'S CULTURAL PLAN •

APPENDIX

“THE ROLE OF THE CITY IS TO LIFT UP WHAT WE HAVE. WE NEED A CHAMPION.”

THERE'S A WONDERFUL FUNDING MECHANISM WITH SCFD, BUT IT TAKES THE PLACE OF A POLICY FORUM WITHOUT ACTUALLY DOING POLICY. THE CITY CAN BRING IN RESOURCES TO SUPPORT THE ARTS.

APPENDIX A

ORGANIZATIONS & ACRONYMS

THIS SECTION LISTS THE ORGANIZATIONS MENTIONED IN THE CULTURAL PLAN. COMMONLY USED ACRONYMS ARE INCLUDED FOR EASE OF REFERENCE.

- A Taste of Colorado
- Arts for Colorado
- Auraria Campus
- B-Cycle
- Bonfils-Stanton Foundation (website)
- “Bringing Back the Arts” Initiative
- Business Improvement Districts (BIDS)
- Colorado Business Committee for the Arts (CBCA)
- Colorado Creative Industries (CCI)
- City and County of Denver
- Civic Center Conservancy
- Civic Center Eats
- Civic Center Park
- Clyfford Still Museum
- Colorado Citizens for Culture
- Colorado Convention Center
- Colorado Department of Transportation (CDOT)
- Colorado Public Radio (CPR)
- Community Planning and Development
- Create Denver (website)
- Creative Vitality Index (CVI)
- Denver Architectural Foundation
- Denver Art Museum (DAM)
- Denver Arts & Venues
- Denver Arts Week
- Denver Botanic Gardens
- Denver Coliseum
- Denver Commission on Cultural Affairs (DCCA)
- Denver International Airport (DIA)
- Denver Parks & Recreation
- Denver Public Art
- Denver Public Works
- Denver Museum of Nature and Science (DMNS)
- Denver Performing Arts Complex (DPAC)
- Denver Public Library (DPL)
- Denver Public Schools (DPS)
- Denver Shared Space Project
- Denver Zoo
- Denver 365
- Doors Open Denver
- Downtown Denver Leadership Program (DDLDP)
- Downtown Denver Partnership (DDP)
- Dragon Boat Festival
- Five Points Jazz Festival
- IMAGINE 2020
- JumpStart 2013 (pdf)
- Mayor’s Awards for Excellence in Arts & Culture
- Mayor’s Office
- McNichols Civic Center Building
- Museum of Contemporary Art (MCA)
- National Western Stock Show
- North Denver Cornerstone Collaborative
- Colorado Office of Economic Development & International Trade
- Office of Sustainability
- Opera Colorado
- President’s Committee on the Arts and Humanities (PCAH)
- Red Rocks Park & Amphitheatre
- Regional Transportation District (RTD)
- Rocky Mountain PBS (RMPBS)
- Scientific and Cultural Collaborative (SCC)
- Scientific & Cultural Facilities District (SCFD)
- Urban Arts Fund
- Union Station
- VISIT DENVER
- Western Arts Federation (WESTAF)
- 5280 Magazine

APPENDIX B

SUGGESTED PARTNERS

THE FOLLOWING ORGANIZATIONS HAVE BEEN IDENTIFIED AS POSSIBLE PARTNERS TO WORK WITH DENVER ARTS & VENUES IN IMPLEMENTING IMAGINE 2020.

- 5280 Magazine
- Access Gallery
- ADA Committee
- Art & Creative Districts
- Art Gym
- Art Students League of Denver
- Atlantis Community
- Auraria Campus
- B-Cycle
- Better Block
- Biennial of the Americas
- Bonfils-Stanton Foundation
- Brother Jeff’s Cultural Center
- Business Improvement Districts
- Chambers of Commerce
- Channel 4 - KCNC
- Channel 7 - KMGH
- Channel 8
- Channel 9 - KUSA
- Channel 31 - KDVR
- Civic Center Conservancy
- College in Colorado
- Colorado Business Committee for the Arts
- Colorado Convention Center
- Colorado Creative Industries
- Colorado Office of Economic Development and International Trade
- Colorado Public Radio
- Commercial Real Estate Developers and Owners
- Confluence
- Connect for Health Colorado
- Create Denver
- Creative Districts
- Denver Arts & Venues
- Denver Business Journal
- Denver Chamber Leadership Foundation
- Denver City Council
- Denver Commission on Cultural Affairs
- Denver Community Planning and Development
- Denver County Cultural Council
- Denver Department of Public Works
- Denver Fashion Truck
- Denver Foundation
- Denver Health
- Denver Housing Authority
- Denver International Airport
- Denver Marketing Department
- Denver Mayor’s Office
- Denver Metro Chamber of Commerce
- Denver Museum of Nature & Science
- Denver Office of Economic Development
- Denver Office of Strategic Partnerships
- Denver Parks & Recreation
- The Denver Post
- Denver Public Library
- Denver Public Schools
- Denver Public Works
- Denver Shared Spaces Collaborative
- Denver Street Art
- Denver Traffic and Parking
- Congresswoman Diana DeGette’s Office
- Downtown Denver Partnership
- Emily Griffith Technical College
- FirstBank
- First Data
- Galvanize
- Historic Denver
- Homeowner Associations
- Human Rights Community Partnership
- I Heart Denver Store
- Jazz89 KUVO
- La Voz
- MasterCard
- Metro State University of Denver
- Mile High Business Alliance
- North Denver Cornerstone Collaborative
- Parent Teacher Organizations
- Pecha Kucha Denver
- Piton Foundation
- Regional Transportation District
- Regis University
- Registered Neighborhood Associations
- Rocky Mountain PBS
- School Accountability Teams
- Scientific and Cultural Collaborative
- Scientific & Cultural Facilities District
- Tactical Urbanism HERE
- Telemundo
- Think 360 Arts
- Union Station
- University of Colorado
- University of Denver
- Univision
- Urban Arts Fund
- Urban Land Institute Colorado
- Urban Spectrum
- VISIT DENVER
- WalkDenver
- Wells Fargo
- Western State Arts Federation
- Westword

APPENDIX C

CULTURAL PLANNING PROCESS

BACKGROUND

In the spring of 2012, Denver Arts & Venues (A&V) and the Denver Commission on Cultural Affairs (DCCA) realized it was time for Denver to update its cultural plan. The city maintained a strong commitment to providing high quality cultural experiences and opportunities to Denver residents and visitors through programs and facilities. The city recognized that an up-to-date cultural plan would support the sustainability of current cultural assets and amenities as well as guide the development of future programs, services and policies to advance Denver's creative sector.

Timing was opportune as the 2011 merger of two city agencies - the Denver Office of Cultural Affairs (DOCA) and Denver Theaters and Arenas - had brought the city's arts-focused venues, amenities and programs together into one city agency. A&V aims to amplify Denver's quality of life and economic vitality through its premier public venues, public art collection, and free entertainment events and programs. The agency exists to make Denver a great city to live in and visit.

The cultural planning process was also spurred by the realization that the last official cultural plan was completed in 1989. Throughout the ensuing 25 years, much had changed in Denver and much had been accomplished. Given the array of partners and resources devoted to arts, culture and creativity across the city, and the historically strong citizen support for the arts, it was determined that a data-driven, inclusive and robust cultural planning process was necessary.

The process to create the cultural plan was divided into two parts, with the first focused on designing the planning process and the second on implementing the process and developing the cultural plan. Cultural planning began in the summer of 2012 and was completed in March 2014 with Mayoral and City Council approval.

PRE-PLANNING

Pre-planning occurred during the summer of 2012 under the leadership of a task force of the DCCA and A&V staff. As part of this process, staff and commissioners reviewed cultural planning documents from other cities including Minneapolis, Phoenix, Austin, Chicago, Toronto and London. They also reviewed strategic planning documents from other Denver city agencies including the Denver Office of Economic Development. (For a complete list of plans studied during this process, please see Appendix G.) This research, along with facilitation led by Corona Insights, resulted in the Cultural Plan Blueprint document. The blueprint outlined the possible elements, ideas and approaches to guide the cultural planning process and formal creation of the cultural plan. It stated that the City of Denver's cultural plan, created and stewarded by A&V, would be designed to serve as a roadmap, make a call to action, be inclusive, and embody Denver's unique spirit and amplify its assets.

Pre-planning also laid the groundwork in identifying possible areas of focus for the cultural plan. These initial categories would prove valuable in the early phases of the planning process and would be expanded upon throughout the process as ideas were generated, vetted and refined. This pre-planning work also served to crystalize thinking around audience segments and their roles in the planning process. As with the possible areas of focus listed above, these segments were further expanded and refined for the public input and engagement phase of the cultural planning process.

CULTURAL PLANNING

Following the pre-planning effort, the city then solicited bids from interested consulting firms to aid it in the cultural planning process. After a competitive process, the city retained Corona Insights to serve as its cultural planning consultant. City staff, commission leaders and consultants referenced the Cultural Plan Blueprint as they solidified the goals for the cultural planning process.

The process was led by a Project Team comprised of representatives from the Mayor's Office, A&V, DCCA and Corona Insights, all of whom had worked together during pre-planning (See Appendix C for a list of members).

Initially designed with six (6) phases, the planning process was extended to eight (8) phases to allow for additional community input and feedback.

Phase 1 - Situation Analysis

The Situation Analysis was designed to provide a thorough understanding of arts, culture and creativity in Denver at the beginning of the cultural planning process. It painted a picture of Denver's strengths, challenges, and untapped potential in early 2013, as well as the specific role A&V plays in the arts ecosystem. This analysis also placed the city in the broader context of arts and culture regionally and nationally. It summarized relevant secondary data from twenty-four (24) sources, interviews with eight (8) community leaders, and a focus group with managers at A&V.

Findings from the Situation Analysis were used to further refine the list of cultural plan topic areas to explore with the Stakeholder Leadership Group, the Mayor's appointed advisory body for the cultural plan, at its first meeting held in March 2013 and to inform the initial round of public input on the cultural plan.

Phase 2 - Public Input And Engagement

To ensure the cultural planning process was inclusive, creative and data-driven, the public input and engagement components were designed to reach the "nooks and crannies" of Denver as requested by the Mayor. Mayor Hancock asked the Project Team to ensure the cultural plan was truly informed by the general public and not solely by the "usual suspects." Commissioners, staff and consultants took the Mayor's charge to heart.

As the Project Team began to gather public input, it became clear that while the number of people reached was substantive (at more than 2,000 by the end of June 2013), the engagement and outreach strategies had not garnered input from a broad cross-section of Denver. In fact, the audiences reached to date were primarily White/Caucasian residents who were already involved in arts, culture and creativity in some fashion. As such, the process had not yet reached beyond the "usual suspects" into the "nooks and crannies" of Denver to represent the true diversity of our community. Additionally, input received to date from communities of color indicated there were issues of access and inclusion that warranted further exploration.

These realizations caused the Project Team to take stock of the process and determine what else was needed to ensure they achieved their commitment to provide a data-driven and inclusive process. It was decided that the city would undertake a statistically valid survey of the general public to augment the input gathered through online and in-person engagement efforts. (Note - the public input tools could not provide statistically valid data that represented the larger population of Denverites, as the tools were taken voluntarily by interested individuals.)

A scientific public survey was conducted via telephone with more than 800 Denver residents in the late summer and early fall of 2013 in parallel with the second round of community input gathered from the website and in-person outreach activities. The survey over-sampled African Americans and Hispanics in an effort to further understand commonalities and differences among key communities in their desire for, evaluation of and experience with arts, culture and creativity in Denver. The findings from the survey validated the input received from the public and provide a baseline from which the city can measure progress and results by 2020. The addition of the survey extended the timeline for the cultural planning process with the deadline set for March 31, 2014. (Please see the separate report for a detailed analysis and description of the survey methodology, including weightings and statistical significance measures.)

Phase 3 - Strategic Implications

The cultural planning process began by asking a seminal question:

"WHAT DO YOU IMAGINE FOR ARTS, CULTURE AND CREATIVITY IN DENVER BY 2020?"

Answers to that question were provided through the public input and engagement methods described in Phase 2 above. In June 2013, the first phase of public input was completed and the consultants summarized the key findings and insights gathered to date from all sources including: public input forums and tools, Stakeholder Leadership Group convening #1, and the Situation Analysis report.

This input shaped the initial version of the seven-part collective vision as well as the recommended goals and strategies for IMAGINE 2020. During the summer and fall of 2013, those aspirations and priorities were further vetted with and improved upon through input received from the Stakeholder Leadership Group, community input tools, scientific public survey, listening sessions, open houses and strategy focus groups.

Phase 4 - Draft Cultural Plan

During October 2013, the consultants turned their attention to writing the draft version of this plan in preparation for public input in November. The plan format was agreed to by the staff and consultants based upon their review of other cities' cultural plans and what would work best for Denver, and the overall structure of this final plan is reflective of those choices.

It is envisioned that this report will be used primarily by implementers and decision-makers with direct responsibility for plan results.

Phase 5 - Calls For Endorsement Of The Draft Plan

During November and December of 2013, the call for endorsement of the plan and its strategies went out to several groups of people. The general public was invited to endorse the cultural plan and its strategies in person at a public meeting held at the McNichols Building on November 4th during Denver Arts Week or online using the ImagineDenver2020.org website. Invitations to provide input on the cultural plan were publicized on Channel 8 and the A&V weekly newsletter, The Link. As noted in the invitation to the public meeting on November 4th, "Six months of public input has generated seven Vision Statements and countless strategies for the Denver cultural plan. Join us to learn the results of public feedback and tell us the strategies you think are most important for the plan."

On November 21st, 2013, the DCCA was presented with the plan and its strategies, and asked to indicate which strategies they thought were most important for the plan. At the end of the meeting, the DCCA provided unanimous endorsement of the plan. On December 13th, 2013, the Stakeholder Leadership Group was presented with the plan and its strategies. Members who were present at the meeting provided input about which strategies they felt were most important and also gave very strong endorsement for the plan. Of the 45 members present, 31 strongly endorsed the plan, 12 endorsed the plan, and 2 endorsed it with reservations.

Phase 6 - Finalize The Cultural Plan

The final version of the cultural plan was written in November and December 2013, incorporating feedback about which strategies were most important for the plan. This document was used to create a visually appealing version of the plan for use with external stakeholders, such as the general public.

Phase 7 - Mayor And City Council Approval

The cultural plan will be formally approved by Denver Mayor Michael B. Hancock and Denver City Council during the first quarter of 2014. That approval will be instrumental to generating inter-agency support within the city and collaboration with external partners.

A hallmark of this cultural plan is the commitment to accountability and results. The DCCA and A&V will play key roles in ensuring accountability is achieved on behalf of the city and its residents.

Phase 8 - Community Celebration

The community celebration of the Denver cultural plan is scheduled for March 2014. The final plan will be shared electronically through the ImagineDenver2020.org website and in-person at the McNichols Building. Implementation begins in April 2014.

APPENDIX D

PUBLIC INPUT

The public input and engagement process ran from March through November 2013 and was robust, far-reaching and inclusive. It was designed to answer the following questions:

➔ **WHAT DO PEOPLE THINK ABOUT ARTS, CULTURE, AND CREATIVITY IN DENVER?**

➔ **WHICH POSSIBLE FOCUS AREAS DO PEOPLE THINK ARE MOST CRITICAL FOR THE PLAN TO ADDRESS?**

➔ **WHAT DO PEOPLE ENVISION FOR DENVER BY 2020?**

The IMAGINE 2020 Project Team segmented the audiences to be reached and then set about implementing a variety of engagement strategies. Audiences were segmented according to their affiliation with the cultural planning process and the level and nature of their involvement with arts, culture and creativity. Strategies evolved throughout the process as the team incorporated real-time feedback.



AUDIENCE SEGMENTS AND DESCRIPTORS

PROJECT TEAM & INTERNAL GROUP <ul style="list-style-type: none"> ➔ A&V Staff ➔ Mayor & City Council ➔ DCCA ➔ Corona Insights ➔ Planning consultant & designer 	STAKEHOLDER LEADERSHIP GROUP <ul style="list-style-type: none"> ➔ DCCA ➔ Representative group of stakeholders ➔ Additional elected officials & City staff 	DOERS & MAKERS <ul style="list-style-type: none"> ➔ "Usual Suspects" ➔ Artistic & creative professionals ➔ Artistic & cultural organizations ➔ Creative industries ➔ Arts districts 	SUPPORTERS & ADVOCATES <ul style="list-style-type: none"> ➔ Educational institutions ➔ Foundations ➔ Chambers ➔ Tourism ➔ Media ➔ Neighborhood Associations 	GENERAL PUBLIC <ul style="list-style-type: none"> ➔ Participants (engaged & non-engaged) ➔ Non-participants
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Note: For a list of members of the Project Team and Stakeholder Leadership Group, please see Appendices C and E.

INPUT METHODS BY AUDIENCE SEGMENT

PROJECT TEAM & INTERNAL GROUP <ul style="list-style-type: none"> ➔ Breakfast for City Council ➔ Strategy Session with A&V ➔ Situational Analysis, Initial Interviews & Data Synthesis 	STAKEHOLDER LEADERSHIP GROUP <ul style="list-style-type: none"> ➔ 3 Meetings ➔ Meeting #1 -Mini Focus Groups/Input Sessions ➔ Additional Open Houses & Focus Groups ➔ Create Community Survey 	DOERS & MAKERS <ul style="list-style-type: none"> ➔ Create Community Survey ➔ Town Hall Meeting (Hosted by A&V) 	SUPPORTERS & ADVOCATES <ul style="list-style-type: none"> ➔ Create Community Survey ➔ Public Input Tools ➔ Town Hall Meeting (Hosted by A&V) 	GENERAL PUBLIC <ul style="list-style-type: none"> ➔ Public Input Tools ➔ Neighborhood Meetings & Open Houses (Hosted by City Council and Stakeholder Leadership Group) ➔ Booths at Festivals & Events
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Note: The visual above illustrates the input methods used with each audience segment.



EXHIBIT 1: WORDS THAT DESCRIBE ARTS, CULTURE, AND CREATIVITY IN DENVER

PUBLIC INPUT TOOLS

Two public input tools were designed to collect feedback from the public at different stages of the cultural planning process. Both input tools were available in English and Spanish. Public Input Tool #1 opened at the end of March 2013 and ran through the middle of June 2013. Raffle tickets to various events were offered as an incentive. A total of 2,399 respondents provided input via the online tool.

The first tool was intended to address several goals. First, several questions assessed people's perceptions of arts, culture, and creativity in Denver. Specifically, people were asked about the strengths and weaknesses of arts, culture, and creativity in Denver; they were asked about the benefits that arts, culture, and creativity bring to the city; and they were asked whether they were satisfied with how arts, culture, and creativity touched their life broadly. Second, several questions asked what respondents envisioned for arts, culture, and creativity in Denver. Respondents were asked what they value about arts, culture, and creativity in general; what broad topics the cultural plan should prioritize; and what they imagine arts, culture, and creativity to be like in 2020. Finally, several questions addressed people's participation in arts, culture, and creativity in Denver. Respondents were asked about the activities they participate in, the barriers that limit their participation, and the sources they use to find out about events.

Public Input Tool #2 opened in the middle of June 2013 and ran through the end of September 2013. The tool was designed to be a shorter version of the first tool that allowed the Project Team to focus further on what they had heard from the first tool and to produce a paper version of the tool that could be completed at the many festivals and events that occur in Denver during the warmer months. A total of 2,042 people provided input via the second tool. Respondents answered questions about their perceptions of arts, culture, and creativity in Denver, barriers to participation, sources of information about events in Denver, and their vision for arts, culture, and creativity in Denver in 2020.

- Key Findings From Public Input Tool #1*
- ➔ Overall, people enjoy the arts, culture, and creativity that currently exist in Denver and desire more of it. People rated the quality of arts, culture, and creativity in Denver as quite high; however, they indicated that there was room for improvement in terms of the quantity of arts, culture, and creativity.
 - ➔ When asked for the first three adjectives that come to mind when you think about arts, culture, and creativity in Denver, people overwhelmingly gave positive adjectives. The most frequently used adjectives were diverse, fun, and vibrant. Exhibit 1.
 - ➔ People reported strong belief in the positive impacts that arts, culture, and creativity had on Denver.
 - ➔ The top three strengths of arts, culture, and creativity in Denver that respondents identified were SCFD, festivals and fairs, and the variety of programs and events. The top three weaknesses that respondents identified were communication of events and programs, media coverage and review of the arts, and support for individual artists.
 - ➔ When asked about various principles Denver could aspire to, people were more likely to rate the following as "extremely important": For children to have access to arts education in Denver; for there to be funding for arts, culture, and creativity in Denver; for Denver to be known as an "arts friendly" city with programs and policies that support arts, culture, and creativity; for there to be free arts, cultural and creative events in Denver; and for local creative talent to stay and grow in Denver.
 - ➔ When asked to choose from a list the top goals they wanted Denver to have for 2020, people were mostly likely to select: arts education for every child in every school; more affordable arts, cultural, and creative events and programs; centralized resource for finding out about arts, cultural, and creative events and programs in Denver; more art all around the city; and successful artists stay and flourish in Denver.
 - ➔ When asked for Denver's best-kept secret, people gave a wide variety of answers. The responses were coded into different categories. Exhibit 2 shows raw counts of how many times items in each category were mentioned. Overall, people mentioned art districts, galleries, studios, and boutiques the most often.

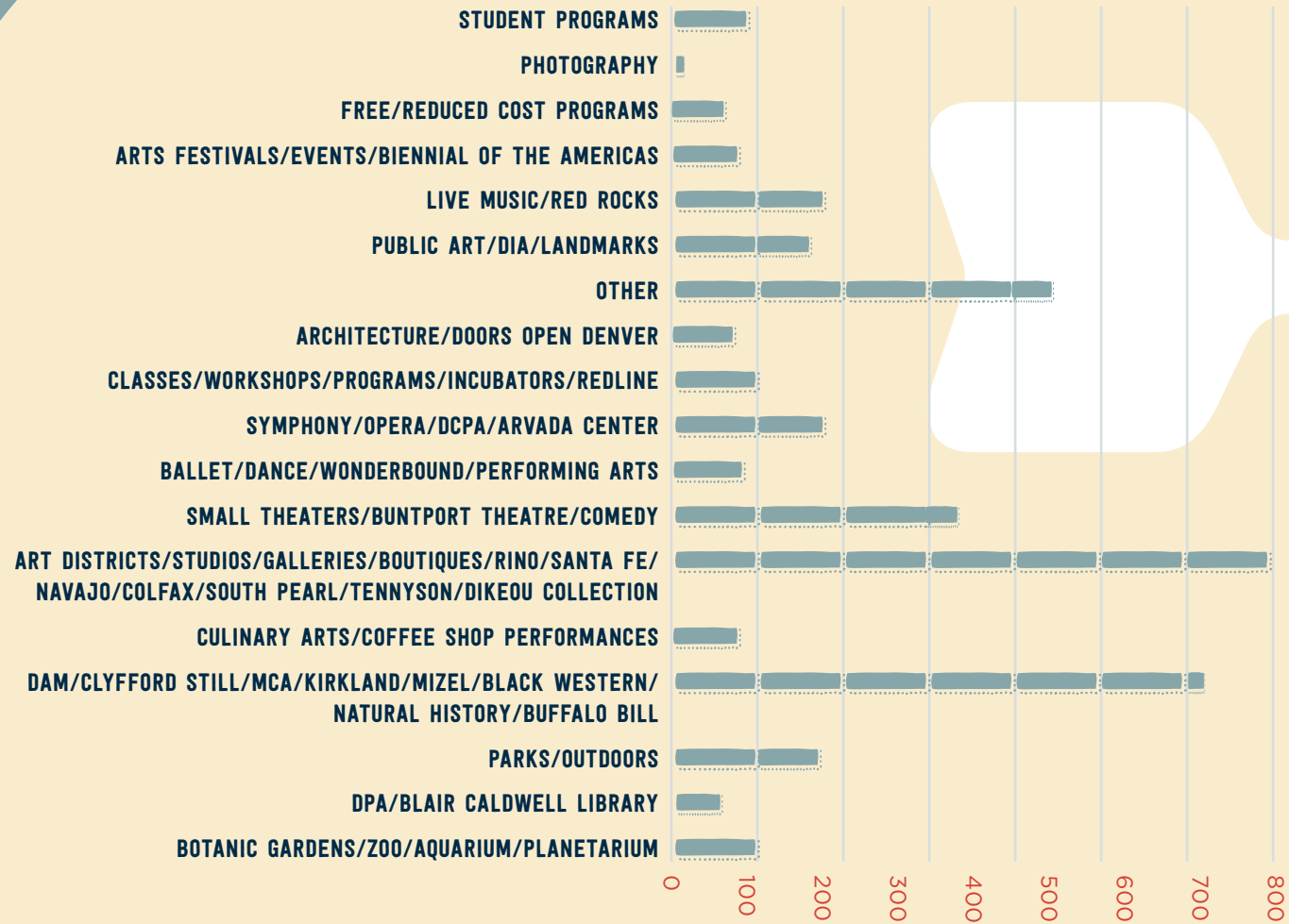


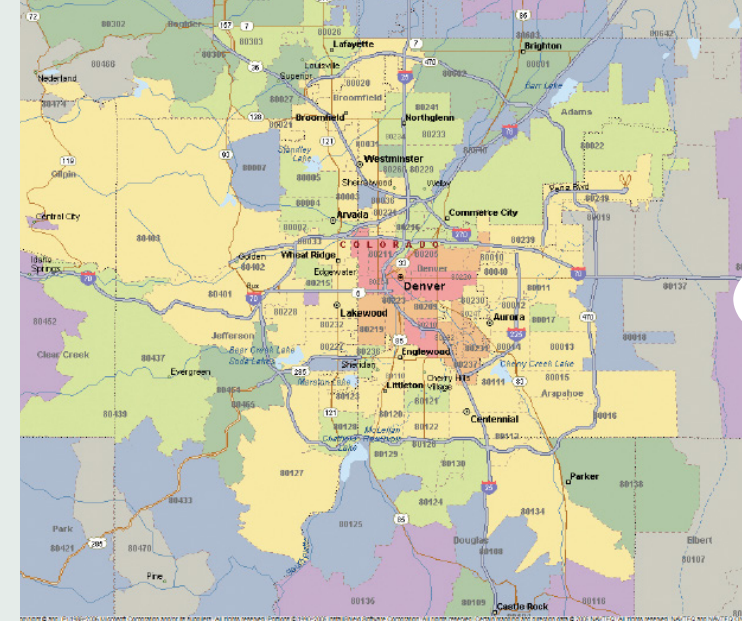
EXHIBIT 2: CODED RESPONSES FOR DENVER'S BEST-KEPT SECRET

Key Findings From Public Input Tool #2

The findings from the second input tool mirrored and strengthened those of the first public tool. Additionally, differences in how members of certain minority groups were responding became somewhat apparent and were one of the reasons the Project Team decided to target African Americans and Hispanics in the scientific public survey.

- As in the previous input tool, respondents rated the amount of arts, culture, and creativity in Denver as quite high but not as high in their neighborhoods. Moreover, Hispanic and African American respondents tended to rate the amount of culturally diverse programs and events in Denver as poorer than White respondents.
- The top three barriers to participation that people mentioned were lack of time; lack of information about arts, cultural, and creative events in Denver; and the cost of attending. Once again, the data hinted at differences that may exist in terms of the barriers to participation that different racial and ethnic groups face.

- The majority of respondents reported feeling connected to their neighborhood. Even more interesting was that the majority of respondents also reported feeling connected to the arts, cultural, and creative community of Denver.
- Even though people felt connected to their neighborhoods, most respondents indicated that they do not prefer going to events in their neighborhoods more than events in other parts of Denver. Two important caveats to this finding are: one, that the people giving input via this tool were often doing so while at an event in Denver, and two, because people rated that amount of arts, culture, and creativity in their neighborhood as worse than Denver broadly, they may just be stating the reality, which is that they travel to other parts of the city for events.
- The vast majority of respondents felt that arts, culture, and creativity should be one of the primary focuses of the city of Denver.



ZIP CODES OF PUBLIC INPUT RESPONDENTS

COUNT BY ZIP CODE

- 101 to 200.0
- 51 to 100
- 21 to 50
- 11 to 20
- 6 to 10
- 3 to 5
- 1 to 2

CREATIVE COMMUNITY SURVEY

In the spring of 2013, invitations to a private survey were emailed to people who had been identified as key people within the arts, cultural and creative community of Denver. Invitations were sent to members of the Stakeholder Leadership group, makers and doers, and strong supporters and advocates of arts, culture and creativity. A&V created the list of 480 individuals in the creative community sample, and 227 individuals completed the survey.

The survey addressed several different goals. The primary goal was to present respondents with the ideas generated by the Stakeholder Leadership group to address different concerns and needs within the arts, cultural and creative community. Survey respondents critiqued those suggestions and added suggestions of their own. Their critiques and suggestions were combined with those from other input sources to produce some of the initial strategies for accomplishing the seven visions. Survey respondents also described what arts, culture and creativity is currently like in Denver and what they envisioned for Denver in 2020.

Key Findings

- The majority of respondents rated their personal experience with arts, culture and creativity in Denver positively.
- The top three strengths of arts, culture, and creativity in Denver that respondents identified were SCFD, diversity of people producing and participating in arts, culture and creativity, and collaborations and partnerships. The top three weaknesses that respondents identified were media coverage and reviews of the arts, corporate support, and economic development resources for creative industries.
- Although overall respondents believed that the efforts of the cultural plan should be directed at many areas, they indicated that education and financial sustainability and vitality should be the biggest focus of the cultural plan.

SCIENTIFIC PUBLIC SURVEY

Corona Insights conducted a random telephone survey of Denver residents as part of the IMAGINE 2020 development process. The survey was intended to assess opinions, beliefs and behaviors related to arts, culture and creativity in Denver. The random telephone sample included both landlines and cell phones. African Americans and Hispanics were oversampled so that, in addition to understanding the city's population as a whole, any key differences or similarities that exist for these groups could be examined. Importantly, the present data are intended to serve as a baseline against which to measure the impact of any initiatives resulting from IMAGINE 2020. Some of the key themes in the data are:

- Residents of Denver love, support and participate in arts, culture and creativity.
- People in Denver overwhelmingly appreciate the intrinsic value of arts, culture and creativity and are highly aware of what arts, culture and creativity do for the city.
- Given how much the residents of Denver appreciate arts, culture and creativity, it is not surprising that they want more of it in their lives. The data suggest that there is room for improvement in terms of integrating art into everyday life and in terms of addressing barriers to greater participation.
- Those who participate the least are not doing so out of a lack of interest in arts, culture, and creativity. Lower participation rates among African Americans, Hispanics, and seniors indicate that access and inclusion are issues for Denver.
- The generational divide in the types of sources people are using to obtain information about arts, culture, and creativity in Denver underscores how important it will be to strengthen online resources for future audiences. In addition to generational differences, there are also differences in information consumption across racial and ethnic groups, suggesting that critical information about arts, culture, and creativity in Denver may not be reaching everyone.
- Overall, these themes illustrate why bringing arts, culture, and creativity to where people are could have such a powerful impact. People desire more arts, culture, and creativity in their lives, so any way of bringing it to them could have a strong effect, whether it is reaching different audiences through their information source of choice or making sure that arts, culture, and creativity are in everyone's neighborhood or making transportation to events more accessible.

Visit www.ImagineDenver2020.org for the full report.

APPENDIX E

CONTRIBUTING ORGANIZATIONS

The core project team for the Cultural Plan included: Denver Arts & Venues, Denver Mayor's Office, Denver Commission on Cultural Affairs Co-Chairs and Corona Insights. The two creative firms involved in IMAGINE 2020, Rocket from Earth and Ink Lounge, were included on the team during their respective assignments.

Each organization's contributions to the Cultural Plan are detailed below.

DENVER MAYOR'S OFFICE

The Deputy Chief of Staff served as the Mayor's representative on the Project Team and was a liaison, champion and trouble shooter for IMAGINE 2020. The Deputy Chief of Staff was instrumental in aligning IMAGINE 2020 with the Mayor's priorities, ensuring the community was engaged throughout the process and securing Stakeholder Leadership Group endorsement of IMAGINE 2020.

- ▶ *Stephanie O'Malley, Deputy Chief of Staff*

DENVER COMMISSION ON CULTURAL AFFAIRS

The co-chairs served as liaisons between IMAGINE 2020 and the commission and were instrumental in ensuring the process was community focused. They also secured unanimous commission endorsement for the cultural plan. For a complete description of the commission, please see the next appendix.

- ▶ *R. Tony Smith, Cherry Creek Arts Festival*
- ▶ *Nancy Walsh, Denver Museum of Nature & Science*
- ▶ *Yolanda Ortega, Community Leader*

DENVER OFFICE OF ECONOMIC DEVELOPMENT

The Denver Office of Economic Development (OED) is dedicated to advancing economic prosperity for the City of Denver, its businesses, neighborhoods and residents. OED works with a wide variety of community partners to create a local environment that stimulates balanced growth through job creation, business assistance, housing options, neighborhood redevelopment and the development of a skilled workforce.

DENVER ARTS & VENUES

Denver Arts & Venues seeks to enhance Denver's quality of life and economic vitality through premier public venues, arts and entertainment opportunities. The agency operates some of the region's most renowned facilities, including Red Rocks Park & Amphitheatre, the Denver Performing Arts Complex, Colorado Convention Center, Denver Coliseum and McNichols Civic Center Building. Arts & Venues also oversees the Denver Public Art program, Create Denver economic development initiative, Youth One Book, One Denver literacy program, and entertainment and cultural events such as the Five Points Jazz Festival.

A&V led the cultural planning process and ensured that it achieved community engagement, buy-in and support. Specifically, the agency stewarded the planning process for the city; liaised with City Council, cultural leaders and civic organizations; publicized IMAGINE 2020 through numerous channels; advocated for the process within city government and in the community; provided subject-matter expertise on cultural programs and assets in Denver; and ensured the final cultural plan reflected the hopes and dreams of Denver. In addition to the core project team listed below, A&V wishes to recognize the entire staff for their many contributions to the cultural planning process. It would not have been possible without the leadership of Kent Rice, Executive Director, champion for an inclusive process and bold plan.

- ▶ *Kent Rice, Executive Director*
- ▶ *Ginger White Brunetti, Deputy Director*

Ethan Frey, Cultural Bond Project Manager
Avon Carey, Office Manager
Patricia Abraham-Muhammad, Executive Assistant

Marketing & Communications

Brian Kitts, Director of Marketing & Communications
Dan Rowland, Assistant Director of Marketing & Communications
Amy Lindsey, Assistant Director of Marketing & Communications
Brandon Tosti, Manager of Marketing & Sponsorship Activation
Amber Fochi, Marketing & Communications Coordinator

Cultural Programs

Tariana Navas-Nieves, Manager of Cultural Programs
Niece Washington, Special Events Coordinator
Shanna Shelby, Cultural Programs Coordinator
Lisa Gedgaudas, Create Denver Program Administrator
Peter Dearth, Event Coordinator

Public Art

Michael Chavez, Public Art Program Manager
Rudi Cerri, Public Art Administrator
Mary Valdez, Public Art Coordinator
Christina McClelland, Public Art Coordinator



Red Rocks Amphitheatre & Denver Coliseum

Tad Bowman, Venue Director
Joe Davis, Superintendent
Steve Eisenstein, Manager of Events
Jeannette Murrietta, Booking Manager
Steven Jorgensen, Guest Services Manager
Curtis Sobolik, Production Manager
Travis Ho, Electronic Systems Tech
Alice Gonzales, Administrative Assistant
Jeff Brewer, Building Engineer
Bob Fauskee, Master Trade Worker
Louis Vigil, Maintenance Tech



Denver Performing Arts Complex

Mark Najarian, Venue Director
Eugene Wade, Security Operations Coordinator
Jon Graham, Superintendent
Elizabeth Miller, Manager of Booking & Events
Nancy May, Patron Services Manager
John Elrod, Electronics System Tech
Jay Ruybal, Staff Assistant
Buffy Shirley-de Roche, Staff Assistant
Selena Shank, Staff Assistant
JoAnn Medina, Stock Keeper
Roger Raines, Carpenter
Keith Sutherlin, Painter
Ben Mares, Multiple Trades Supervisor
T.J. Blette, Building Engineer
Todd Medley, Building Engineer
Anthony Nicholas, Electrician
Phillip Pena, Building Engineer
Todd Romero, Building Engineer
Charles Ortiz, Crew Supervisor
Robert Jaramillo, Senior Utility Worker
Frank Lanford, Senior Utility Worker
Eliseo Martinez, Senior Utility Worker
Henry Mascarenas, Maintenance Tech
Roman Montoya, Senior Utility Worker
Shelwyn Reed, Custodial Supervisor
Randy Carr, Custodian
Timisha Givens, Custodian
Pearl Henderson-Mixon, Custodian
Cathy Martinez, Custodian
Ross Robledo, Custodian
Sharon Trujillo, Custodian



McNichols Building

Tim Taylor, Special Occasion Coordinator
Alexa Taylor, Assistant Special Occasion Coordinator

Finance

Frank Delmonte, Director of Finance
Alexandra Esquibel, Controller
Joe Truong, Associate Accountant
Melanie Santistevan, Associate Accountant
Heather Rhode, Associate Accountant

A&V PROJECT TEAM:

- ▶ *Ginger White Brunetti, Deputy Director, Project Manager for IMAGINE 2020*
- ▶ *Tariana Navas-Nieves, Manager of Cultural Programs*
- ▶ *Dan Rowland, Assistant Director of Marketing & Communications*
- ▶ *Patricia Abraham Muhammad, Executive Assistant*
- ▶ *Shanna Shelby, Cultural Programs Coordinator*

CORONA INSIGHTS

There are a million things that can sway a decision. But when you're making a determination that impacts the future of your organization, you need accurate and unbiased information and counsel. You need Corona Insights. For over a decade, Corona Insights has served as a resource for customers needing to make important decisions. The firm's breadth of experience in data analytics, market research and strategic consulting have helped organizations, from big to small and across industries, see much more than they could on their own. Corona helps its customers shine the light on the right answers and discover new ways to look toward the future. Learn more at CoronaInsights.com.

Corona Insights served as the cultural plan consultant to Denver Arts & Venues on IMAGINE 2020. Corona Insights facilitated the cultural planning process and provided research, data and strategy expertise including design and execution of: community input methods, research methods, strategic analyses, and meeting facilitation. Additionally, Corona Insights authored the Cultural Plan, including the seminal seven-part vision. Lead consultant Karla Raines wishes to thank the entire Corona team for its dedication to this project, which involved all but one Coronita during the 15-month engagement.

APPENDIX F:

DENVER COMMISSION ON CULTURAL AFFAIRS

The Denver Commission on Cultural Affairs (DCCA) has been involved since the early inception of the Cultural Plan process, and has served the Cultural Plan Team in both guidance and consultation for the entire project. A&V and Corona Insights were continually in touch with the DCCA via periodic meetings to make sure that the process was on track and meeting their expectations as leaders of the artistic, creative and cultural community in Denver.

This mayoral-appointed commission is responsible for providing advice and input to A&V on issues relating to arts and cultural affairs. It includes members of acknowledged accomplishment as either amateurs or professionals in one or more of the following fields: architecture, art criticism, art education, art history, choreography, dance, communicative arts, crafts, folk and ethnic arts, literature, media arts, music, opera, painting, photography, sculpture, theatre, including community theatre, and urban design; members representing the film industry; members representing business and labor; and members representing the geographic and demographic diversity of the city.

Corona Insights' Project Team:

- ▶ *Karla Raines, Principal - Lead Consultant*
- ▶ *Kate Darwent, PhD, Associate*
- ▶ *Andrew Monroe, Associate*
- ▶ *Kevin Raines, Principal*

Additional expertise and support were provided by:

- ▶ *Kassidy Benson, Project & Marketing Assistant; Matt Bruce, Associate; David Kennedy, Principal; Leo Lewis, Principal; Sarah Svitak, Office Coordinator; and Sarah Williams, Associate*

ROCKET FROM EARTH

Graphic design firm Rocket from Earth provided initial graphic design for the IMAGINE 2020 logo, website and collateral materials used in public outreach.

- ▶ *Josh Mattison, Graphic Designer*

INK LOUNGE CREATIVE

Ink Lounge is a multi-disciplinary design and screenprinting studio that branded and designed the layout of the cultural plan and launch collateral.

- ▶ *Stu Alden, Partner & Creative Mechanic*
- ▶ *Nicky Alden, Partner & Conscious Creative*

DCCA MEMBERS

- ▶ *Denis Berckefeld, Denver City Auditor's Office*
- ▶ *Stephanie Blake, Blake Communications*
- ▶ *Jayne Buck, VISIT DENVER*
- ▶ *Ann Daley, Captiva Resources*
- ▶ *Rick Griffith, MATTER*
- ▶ *Leslie N. Herod, Community Leader*
- ▶ *Hon. Claudia Jordan, Denver County Court*
- ▶ *Sarah Kurz, City and County of Denver*
- ▶ *Mary Louise Lee, First Lady of Denver*
- ▶ *John Thatcher Montgomery, Jr., @PostAdCreatea*
- ▶ *Yolanda Ortega, Community Leader*
- ▶ *Chandler Romeo, Artist*
- ▶ *Maruca Salazar, Museo de las Americas*
- ▶ *Gillian Silverman, University of Colorado Denver*
- ▶ *R. Tony Smith, Cherry Creek Arts Festival*
- ▶ *Margie Soo Hoo Lee, Soo Hoo Design Associates*
- ▶ *Rick Tallman, Renova Capital Partners*
- ▶ *Bobbi Walker, Walker Fine Art*
- ▶ *James Wallace, James Wallace|Dance*
- ▶ *Nancy Walsh, Denver Museum of Nature & Science*

APPENDIX G

STAKEHOLDER LEADERSHIP GROUP

The Stakeholder Leadership Group is a select group of individuals who represent Denver's diverse cultural organizations, creative industries, artists, public officials, educational institutions, philanthropic partners and active residents. Members were asked to participate on behalf of themselves, as citizens of the region, their organizations and fields, and their constituents, neighbors, friends and community.

The Stakeholder Leadership Group came together on three separate occasions. At the first meeting, members were asked to give their input and respond to the major Vision Statements the public had identified, setting timelines for those Vision Statements and identifying tangible goals within each. They were also asked to share their own aspirations about what they imagined for the future of Denver's artistic, cultural and creative scene. During the second meeting, members were asked to further refine our Vision Statements in terms of tangible goals and leadership and called to reach consensus on the seven-part vision. During the third and final meeting, leadership helped to prioritize and rank the strategies and goals that are most important to accomplish by 2020.

On behalf of the Cultural Plan project team, we would like to thank all who participated in our Stakeholder Leadership Group work sessions in order to develop comprehensive clarity and tangible goals around the various Vision Statements.

STAKEHOLDER LEADERSHIP GROUP MEMBERS

- Rick Acosta, Curious Theatre Company
- Leslie Allen, Walk The Line Films
- Georgia Amar, Habitat Gallery & Studio
- Garrett Ammon, Wonderbound
- Judy Anderson, PlatteForum
- Perry Ayers, Colorado Black Arts Festival
- Rachel Basye, Art Students League of Denver
- Denis Berckefeldt, Denver City Auditor's Office
- Stephanie Blake, Blake Communications
- Dave Boger, Jiberish LoHi Store (Clothing & Colorado Creative Industries)
- Gil Boggs, Colorado Ballet
- Tom Botelho, Denver Film Society at Starz Film Center
- Stephen Brackett, Musician
- Jeannene Bragg, Colorado Symphony Orchestra
- Kelly J. Brough, Denver Metro Chamber of Commerce
- Jayne Buck, VISIT DENVER
- Bridget Busalacchi, Green Valley Ranch Metro District
- Greg Carpenter, Opera Colorado
- Mark Chase, Colorado Ballet
- Pat Cortez, Wells Fargo
- Consuelo Cosio, Denver Public Library
- Ann Daley, Captiva Resources
- PJ D'Amico, RedLine
- Gregory Dawson, Dawson/Wallace Dance Project
- Marcela de la Mar, Centro Cultural Mexicano
- Virgil Dickerson, Illegal Pete's
- Tami Door, Downtown Denver Partnership
- Macy Dorf, Art District on Santa Fe
- Andrea Dupree, Lighthouse Writers Workshop
- Tony Garcia, El Centro Su Teatro
- Grace Gillette, Denver March Powwow
- Rick Griffith, MATTER
- Mondo Guerra, Mondo Guerra
- Christoph Heinrich, Denver Art Museum
- Michael Henry, Lighthouse Writers Workshop
- Leslie N. Herod, Community Leader
- Fabby Hillyard
- Ann Hovland, Bonfils-Stanton Foundation
- Jeff Hovorka, Denver Center for the Performing Arts (DCPA)
- Mark Hudson, Denver Public Schools
- Roger Hutson, HRM Resources
- Karla Johnson-Grimes, ArtReach
- Honorable Claudia Jordan, Denver County Court
- Deborah Jordy, Colorado Business Committee for the Arts
- Coffey Kayvon, 1st Congressional Dist., Congresswoman Diana Degette
- Jerry Kern, Colorado Symphony Orchestra
- Jim Kirchheimer, Downtown Denver Partnership
- Lora Knowlton, Colorado Festival & Events Association
- Sarah Kurz, City and County of Denver
- Frederic Lahey, Colorado Film School
- Diane Lapierre, Denver Public Library
- Mary Louise Lee, First Lady of Denver
- Peggy Lehmann, Denver City Council
- Chris Loffelmacher, Denver Public Library
- Nancy McCamey, Scientific & Cultural Facilities District
- Damon McLeese, VSA Arts of Colorado/Access Gallery
- Erin McMillin, Denver Handmade Alliance
- Mark Mehringer, Stapleton United Neighbors
- Deana Miller, Art Management and Planning Assoc., Inc.
- John Thatcher Montgomery, Jr., @PostAdCreatea
- John Moore, Denver Center Theatre Company
- Diane Newcom, Colorado Children's Chorale
- Tina Poe Obermeier
- Stephanie O'Malley, City and County of Denver, Mayor's Office
- Deborah Ortega, Denver City Council
- Yolanda Ortega, Community Leader
- Jack Pappalardo, Habitat Gallery & Studio
- Cleo Parker Robinson, Cleo Parker Robinson Dance
- Louise Pilar Martorano, RedLine
- Morris W. Price, 1st Congressional Dist., Congresswoman Diana Degette
- Barth Quenzer, Denver Public Schools
- Erin Rollman, Buntport Theater
- Chandler Romeo, Artist
- Maruca Salazar, Museo de las Americas
- Tom Scharf, Swallow Hill Music
- Van Schoales, A+ Denver
- Jodi Schoemer, Denver Museum of Nature & Science
- Cheryl Shoemaker, Colorado Children's Chorale
- Chris Silberman, Phamaly Theatre Company
- Gillian Silverman, University of Colorado Denver
- Mark Sink, Photographer
- Brian Smith, The Space Creators
- R. Tony Smith, Cherry Creek Arts Festival
- Douglas Smooke, Denver Civic Arts Foundation
- Dean Sobel, Clyfford Still Museum
- Ana Soler, The Civic Canopy
- Margie Soo Hoo Lee, Soo Hoo Design Associates
- Christiano Sosa, Denver Foundation
- Gully Stanford, College In Colorado
- Vicki Sterling
- Rick Tallman, Renova Capital Partners
- Meghan Throckmorton, Denver Handmade Alliance
- Trish Tilly, Denver Public Library
- Erin Trapp, Biennial of the Americas
- Mare Trevathan, LOCAL Theater Company
- Michael Uhlenkamp, Denver County Cultural Council
- Guillermo V. Vidal, Denver Hispanic Chamber of Commerce
- Irene Vilar, Americas for Conservation + the Arts
- Brian Vogt, Denver Botanic Gardens
- Bobbi Walker, Walker Fine Art
- James Wallace, James Wallace|Dance
- Nancy Walsh, Denver Museum of Nature & Science
- Chip Walton, Curious Theatre Company
- Nell Washington, Five Points Business District
- Paul Washington, Denver Office of Economic Development
- Randy Weeks, Denver Center for the Performing Arts
- Tracy Weil, Weilworks GLBT
- Barbara Weiske, Auraria Higher Education Center, Auraria Campus
- Clarence Wells, Asian Chamber of Commerce
- Marie Belew Wheatley, Colorado Ballet
- Teri Whitmore, Regional Planning and Operations, DRCOG
- Tracy Winchester, Five Points Business District
- Helen Young, AIGA Colorado

APPENDIX H

LIST OF PLANS STUDIED DURING THIS PROCESS

Corona Insights, with assistance and recommendations from A&V as well as the Denver City Council, facilitated charrette-style meetings in various council districts throughout Denver in an effort to engage the various "nooks and crannies" of the city, expand the quantity and variety of input for the Cultural Plan and gain neighborhood-based perspectives from the various micro-communities that live throughout Denver. City Council members invited constituents to meetings in their districts at local community centers that represent the nearby artistic, cultural and creative scene. Residents from the nearby community were welcomed to participate by various outreach methods, including council member newsletters.

During these open-invitation meetings, participants from the general public were introduced to the Cultural Plan process; updated on the previous input methods that had already taken place; asked to describe their vision for arts, culture and creativity; brainstorm and improve upon priority areas already identified; and prompted on how their contributions would impact the rest of the Cultural Plan process. These activities were facilitated by Corona Insights, and feedback gained from these charrette-style sessions was analyzed and integrated into the Cultural Plan. A&V and Corona Insights would like to thank all members of the public who attended and gave meaningful feedback during this process.

- Blueprint Denver: An Integrated Land Use and Transportation Plan
- City of London Cultural Strategy: 2010-2014
- City of Phoenix: Arts and Cultural Plan 2008-2012
- Create Austin Cultural Master Plan
- Cultural Plan for the Pikes Peak Region, 2010
- Cultural Plan: City of Fort Collins Cultural Services
- CulturalDenver: An Action Plan for the Development of the Cultural Environment of the City and County of Denver 1989
- Denver Comprehensive Plan 2000
- Denver Downtown Area Plan
- Imagine Austin
- JumpStart 2013
- La Alma/Lincoln Park Neighborhood Plan
- Madison Cultural Plan 2011
- River North Area Plan 2009
- The Minneapolis Plan for Arts and Culture 2005
- Toronto Culture Plan for the Creative City 2003

APPENDIX I

CITY COUNCIL DISTRICT MEETINGS

A&V and Corona Insights referred to a number of cultural plans other cities had conducted in order to gain a sense of content, structure, research methods, tactical approaches and cultural/local considerations unique to each plan in order to draw inspiration for the Cultural Plan. These documents were reviewed prior to and throughout the Cultural Plan process. At times, the content and considerations from these other plans contributed to the Cultural Plan project team's thinking, in combination with the various data gathering processes outlined in the other appendices.

In addition to other cultural plans, other Denver city plans were also referenced before and during the cultural planning process in order to gain a better perspective on local considerations for the Cultural Plan. Some of these plans included the following:

MEETING LOCATIONS

- Galvanize, District 10
- The Oriental Theater, District 1
- Swallow Hill, District 7
- Ross-University Hills Branch Library, District 4
- Art Gym, District 5
- Various Neighborhood Forums, District 11

CITY COUNCIL MEMBERS

- Susan K. Shepherd, District 1
- Jeanne Faatz, District 2
- Paul D. Lopez, District 3
- Peggy Lehmann, District 4
- Mary Beth Susman, District 5
- Charlie Brown, District 6
- Chris Nevitt, District 7
- Albus Brooks, District 8
- Judy H. Montero, District 9
- Jeanne Robb, District 10
- Christopher Herndon, District 11
- Robin Kniech, At-Large
- Deborah "Debbie" Ortega, At-Large

APPENDIX J

STRATEGY FOCUS GROUPS

Corona Insights, with guidance from A&V, conducted a series of strategy focus groups in October of 2013 with topical experts to help refine, amend and recommend leadership and partnerships for the seven Vision Statements outlined in the plan.

Nine strategy focus groups were conducted in total. One group was conducted for each Vision Statement, and Vision Statements 2 (Amplification) and 3 (Accessibility) each had two focus groups, due to a larger amount of content to analyze. Strategy focus group participants and contributors included government, nonprofit, private sector and philanthropic leadership from a wide variety of organizations related to each Vision Statement.

Two-hour focus groups were conducted at the McNichols Building for each topic, where participants were introduced to the Cultural Plan process up to that point, the objectives they were trying to achieve and how their contributions would fit into the final Cultural Plan. Contributors worked directly from drafts of the seven Vision Statements, as written by Corona Insights based on the wide variety of feedback and analysis that preceded, and worked to refine any and all recommendations based on their professional expertise.

FOCUS GROUP ATTENDEES

- Matt Barry, Piton Foundation
- Rachel Basye, Art Students League of Denver
- Kristy Bausuener, Denver Art Museum
- Stephanie Blake, Blake Communications
- Jayne Buck, VISIT DENVER
- Cynthia Busch, Create MSU
- Bardy Campbell, Galvanize
- Capucine Chapman, Denver Public Schools
- Alan Delollis, Denver Channel 8
- Kim Desmond, Denver Women's Commission
- Brad Dodson, Denver Budget and Management Office
- David Ehrlich, Denver Theatre District
- Lindy Eichenbaum Lent, Civic Center Conservancy
- Lisa Ramfjord Elstun, Fashion Group International
- Karen Good, Denver Public Works
- Mark Hudson, Denver Public Schools
- Dennis Humphries, Humphries/Poli Architects
- Dan Igoe, Pure Brand
- Deborah Jordy, CO Business Committee for the Arts
- Holli Keyser, Denver Metro Chamber of Commerce
- Kristine Kilbourne, Rocky Mountain College of Art & Design
- Alea Kilgore, Small Business Development Center
- Diane La Pierre, Denver Public Library
- Peggy Lehmann, Denver City Council
- Peggy Long, Scientific & Cultural Facilities District
- Kim McCarty, Art Students League of Denver
- Damon McLeese, VSA Arts of Colorado/Access Gallery
- Bryce Merrill, Western Arts Federation
- Deana Miller, Colorado Creative Industries
- Sean Nethery, Colorado Public Radio
- Ed Neuberg, Denver Commission for People with Disabilities
- Lisa Olken, Rocky Mountain PBS
- Stephanie O'Malley, City and County of Denver, Mayor's Office

- Jack Pappalardo, Art District on Santa Fe
- Michelle Pyle, Denver Community Planning & Development
- Gordon Robertson, Denver Parks & Recreation
- Steve Sander, Sander Marketing
- Dan Shah, Lakewood-West Colfax BID
- Michelle Shedro, Think360 Arts
- Darius Smith, Denver American Indian Commission
- Lindsey Smith, Regional Transportation District
- Tony Smith, Cherry Creek Arts Festival
- Gully Stanford, College in Colorado
- Gary P. Steuer, Bonfils-Stanton Foundation
- Chris Stevens, Denver International Airport
- Chuck Sullivan, Something Independent
- Elysia Syriac, AIGA Colorado
- Brenda Tierney, Regional Transportation District
- Jamie Torres, Denver Latino Commission
- Michael Uhlenkamp, Denver County Cultural Council
- Nancy Walsh, Denver Museum of Nature & Science
- Martha Weidmann, NineDot Arts
- Cheri Wrench, Denver Public Schools
- Donald Zuckerman, Colorado Film Commission

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