



# **CULTURAL STRATEGIC PLAN** ***for CREATIVE BRIGHTON*** **2015**

*Compiled and Presented by  
Brighton Cultural Arts Commission  
Brighton Cultural Strategic Team  
Brighton Office of Arts and Culture*

*December 9, 2014*

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Phase 1  
2014 Cultural Strategic Team  
*"CREATIVE BRIGHTON"*

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# CULTURAL STRATEGIC PLAN *for the* BRIGHTON CULTURAL INFLUENCE AREA

*Compiled and Presented by the Brighton Cultural Arts Commission,  
Brighton Cultural Strategic Team, and Brighton Office of Arts and Culture*

**November 6, 2014, Brighton Colorado**

## “CREATIVE BRIGHTON” EXECUTIVE SUMMARY “CREATIVE BRIGHTON”

This strategic plan is inspired by the community’s vision to provide local access to arts and culture for enhancing the lives of our community in the Brighton Cultural Influence Area<sup>1</sup> (BCIA). The plan includes **GOALS**, **OBJECTIVES**, and **STRATEGIES** to help guide and focus creative organizations and individuals to elevate BCIA as a local—as well as Colorado—destination for creativity and excellence in the arts and culture.

The plan outlines a strategic approach for creating and growing arts and cultural resources by providing ideas, mapping access to resources, and encouraging collaboration for reaching this vision. The *Brighton Cultural Arts Commission* will charge the *Brighton Cultural Strategic Team* to lead and join implementation teams to reach the following goals and objectives through creative strategies. ([CULTURAL STRATEGIC ORGANIZATION TEAM 2014–2015](#))

The Brighton Cultural Influence Area (BCIA) encompasses Brighton, Colorado and the surrounding communities bordered on the north by Platteville, to the west by Frederick, to the east by Keensburg, and to the south by Commerce City. A map of the BCIA area is included in [MAP OF THE BRIGHTON CULTURAL INFLUENCE AREA \(BCIA\)](#).

### **GOAL 1: INCREASE ACCESS, PARTICIPATION, AND ENGAGEMENT IN THE CULTURAL LIFE OF BCIA.**

- Objective 1:** *Assess and expand the understanding of community assets, resources and neighborhood cultural development needs.*
- Objective 2:** *Improve marketing for cultural activities through the Arts, Culture and Tourism website and other media.*
- Objective 3:** *Minimize barriers (cost, travel, etc.) to cultural access for all area residents.*
- Objective 4:** *Measure and track public participation and integration in cultural programs.*

**CREATIVE STRATEGIES INCLUDE:** Inventory and publish the assets of the area, promote best practices and tools for collaborative marketing, and use technology to more effectively provide general access and engagement. An extensive list is included in [LIST OF GOALS, OBJECTIVES AND STRATEGIES](#).

## **GOAL 2: INTEGRATE THE ARTS AND CULTURE INTO THE SOCIAL, ECONOMIC, AND CIVIC FABRIC OF BCIA.**

- Objective 1:** Develop affordable and accessible venues and facilities.*
- Objective 2:** Identify the arts and culture sector as an economic driver.*
- Objective 3:** Affirm culture, identity, and heritage while encouraging the development of a shared forward-looking community culture.*

**CREATIVE STRATEGIES INCLUDE:** Collaborate with leading community organizations to expand artistic offerings in non-traditional venues, attract and link to Colorado Creative Industries' statewide initiatives to grow creative industries, and create a cultural tourism task force to better promote the region's arts and cultural heritage to visitors. An extensive list is included in [LIST OF GOALS, OBJECTIVES AND STRATEGIES](#).

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## **GOAL 3: STRENGTHEN AND EXPAND ARTS AND CULTURE LEARNING.**

- Objective 1:** Strengthen K-12 arts curriculum through community support.*
- Objective 2:** Enhance higher education and adult education in Arts and Culture.*

**CREATIVE STRATEGIES INCLUDE:** Track and enhance programming that brings students into performance venues (concerts, theatrical performances, art galleries, etc.) and provides cultural heritage recognition and education at festivals and community arts activities. An extensive list is included in [LIST OF GOALS, OBJECTIVES AND STRATEGIES](#).

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## **GOAL 4: FOSTER THRIVING ARTS ORGANIZATIONS.**

- Objective 1:** Enhance the sustainability of existing cultural organizations.*
- Objective 2:** Create sustainable funding for cultural organizations.*
- Objective 3:** Foster coordination, cooperation and missions of cultural organizations.*

**CREATIVE STRATEGIES INCLUDE:** Collaborate with leading community organizations to expand artistic offerings in non-traditional venues, coordinate with *Colorado Creative Industries'* statewide initiatives to grow creative industries, and create a cultural tourism task force to better promote the region's arts and cultural heritage to visitors. An extensive list is included in [LIST OF GOALS, OBJECTIVES AND STRATEGIES](#).

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## **GOAL 5: SUPPORT CREATIVE INDIVIDUALS AND ADVANCE ARTS LEADERSHIP.**

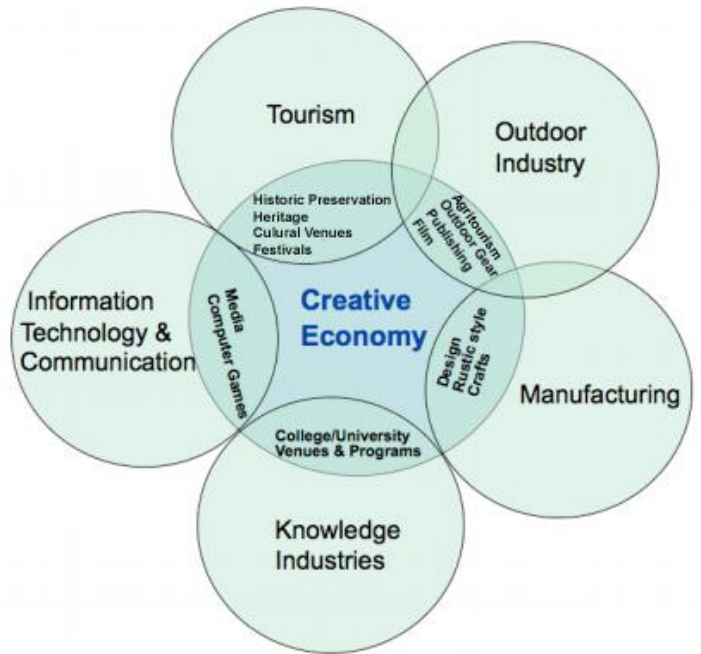
- Objective 1:** Recognize and support creative individuals*

**CREATIVE STRATEGIES INCLUDE:** Create local job listings and classifieds for creative industry positions and provide training and marketing opportunities for individual artists. An extensive list is included in [LIST OF GOALS, OBJECTIVES AND STRATEGIES](#).

## INTRODUCTION

Arts and culture help drive our local economies and stimulate our imaginations to help foster a rich and varied quality of life. Cultural organizations and artists enliven our communities and bring disparate people together to share common experiences. BCIA (Brighton and our neighboring communities) is made up of a mix of urban, semi-urban, and rural hubs together with a fast-growing population of many heritages and cultures. The Arts provide one language we can all use to communicate who we are individually and as a community.

A creative culture also serves as a cornerstone of a well-rounded education, proven to teach children complex forms of problem-solving, encourage risk-taking and new approaches, and to develop critical-thinking skills. (Most importantly, the Arts are the cornerstone of creativity itself.)



### *What is "Arts and Culture?"*

When we say "arts" or "culture" we mean the Arts (visual, literature, music, theatre, film, dance, etc.) and expressions of culture, history and heritage<sup>1</sup>. Arts and culture embody the creative spirit which can be expressed in a plethora of ways. It is less about definition and more about enhancing our environment through an exploration of creativity.

### *Economic Benefits of Arts and Culture*

A creative culture is also recognized as an economic driver. Creative industries<sup>2</sup> contributed \$504 billion to the United States GDP in 2011 and Colorado's creative enterprises alone employed over 122,000 individuals in about 8,000 establishments in 2009. This accounts for 3.9% of the state's estimated 3.2 million jobs, making it Colorado's 5th largest employment sector, almost as large as biotechnology/biomedical and IT and telecommunications, and larger than defense and security, agribusiness, food processing, and technology.

<sup>1</sup> Colorado Creative Industries [www.coloradocreativeindustries.org](http://www.coloradocreativeindustries.org) defines cultural heritage as the folk or traditional arts (music, dance, craft, and verbal arts) practiced by groups of people who share a common ethnic heritage, language, religion, occupation, geographic region, or way of life. These artistic traditions are often taught within a family over many generations, or within a trade or ethnic culture.

<sup>2</sup> Colorado is a global 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. Colorado Council on the Arts (2009, February), Colorado:

State-of-the-Art, Key Findings from the "State of Colorado's Creative Economy." Retrieved 11/03/14 from: <http://rtsinc.org/publications/documents/COFindings.pdf>. For additional information, see [APPENDICES: COLORADO'S KEY INDUSTRIES](#).

The Colorado Council on the Arts<sup>3</sup> reported “that a 2005 study of the economic benefits of historic preservation in Colorado reported that in 2003, 5.1 million trips, 24 percent of the total in the state, included a visit to at least one historic area. This study estimated that heritage tourism alone generated about \$1.5 billion in direct economic benefits in the state.”

Additionally, a creative culture:

- Teaches creativity that is applied in non-creative jobs (called the creative economy) that contributes greater value to the total economy.
- Fosters vibrant neighborhoods and urban-and-rural revitalization.
- Acts as a magnet attracting young professionals, a skilled, innovative and creative workforce, and the employers who value them.
- Shapes a destination city (and its surrounding area), attracting cultural tourists who stay longer and spend more money than other travelers.

## *Our Vision*

“THE CITY OF BRIGHTON STRONGLY VALUES THE INTEGRATION OF OUR DIVERSE ART, CULTURE, AND HERITAGE TO ENRICH THE QUALITY OF DAILY LIFE AND PROMOTE A DYNAMIC COMMUNITY. BRIGHTON WILL GREATLY STRENGTHEN THE AESTHETIC AND CULTURAL RICHNESS OF OUR COMMUNITY BY BECOMING A NOTABLE DESTINATION FOR THE VISUAL AND PERFORMING ARTS.”

We know our arts and culture scene is rich and vibrant – *and we want to see even more of a good thing!* Our BCIA community is an intricate ecosystem composed of individual artists, art appreciators, non-profit organizations, schools, and creative industries (such as video, design, architecture, and more). We have an opportunity to enhance our reputation and unique identity as a creative cultural destination and enrich our lives even further with this exploration in creativity. Our community identity can also be communicated through arts and cultural events and expression.

## *Our Mission*

“TO PROVIDE LEADERSHIP, OPPORTUNITIES, AND SUPPORT FOR THOSE INVOLVED AND PARTICIPATING IN THE ARTS AND CULTURAL ACTIVITIES LOCALLY. THESE ACTIVITIES INCLUDE THE CREATION, PRESENTATION, AND APPRECIATION OF THE VISUAL AND PERFORMING ARTS AND CULTURE BUILDING ACTIVITIES FOR A STRONGER, HAPPIER AND MORE COHESIVE BRIGHTON COMMUNITY.”

We believe this strategic plan will help support those involved in our local arts and cultural activities to work together with a shared vision. Forming a supportive collaboration will help make the most of valuable and competitive resources, as well enhance the economic vitality of the region.

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<sup>3</sup> Colorado Council on the Arts (2009, February), Colorado: State-of-the-Art, Key Findings from the “State of Colorado’s Creative Economy.”

## ***Guiding Principles for Brighton Cultural Strategic Plan***

1. We are trying to do what is best for Brighton and the residents of the Brighton Cultural Influence Area
2. We will try to get back as much funding from the Federal, State, SCFD, County, School Districts and City to the benefit of the Brighton and BCIA taxpaying residents
3. We will be guided by needs and wants of the residents with special attention to those without a voice, including the poor, the disadvantaged, the children, the aging, all ethnicities, all genders and orientations and others.
4. We will seek input from all and treat all arts and cultural groups fairly.
5. We will pursue efficiency, avoiding duplication and any waste of precious resources.
6. We will encourage creativity and innovation as good practices and ways to accomplish more with less.
7. We will respect the investment of time and effort of everyone who volunteers asking for what is needed and while avoiding wasting time and remembering to appreciate the sacrifices made by all participants.
8. We will require participants to identify who they are representing in their advocacy.

This Cultural Strategic Plan expresses our unique identity, as it was developed through an open and inclusive process using the input of over 700 hundred BCIA citizens and numerous organizations. Research was also conducted in 2014 through an online survey, targeted meetings with non-profits, reviews of historical documents, interviews with key stakeholders, and additional public meetings. [See CULTURAL STRATEGIC PLAN SURVEY RESULTS 2014.](#)

A Brighton Cultural Strategic Team (BCST) of six culturally-engaged community members was formed in October 2014 to synthesize the data into this plan. The plan will be implemented and maintained with the same spirit. As a living and real-time document, the plan will be updated on an ongoing basis as the BCIA cultural ecosystem changes to keep current with rapidly changing interests, challenges, and technologies. The *Brighton Cultural Arts Commission* and *Brighton Cultural Strategic Team* are also committed to leading implementation teams to identify resources at hand, resources needed, and to generate creative means to maximize and obtain them



**RECOMMENDATIONS:**

**CREATED BY AND FOR THE COMMUNITY**

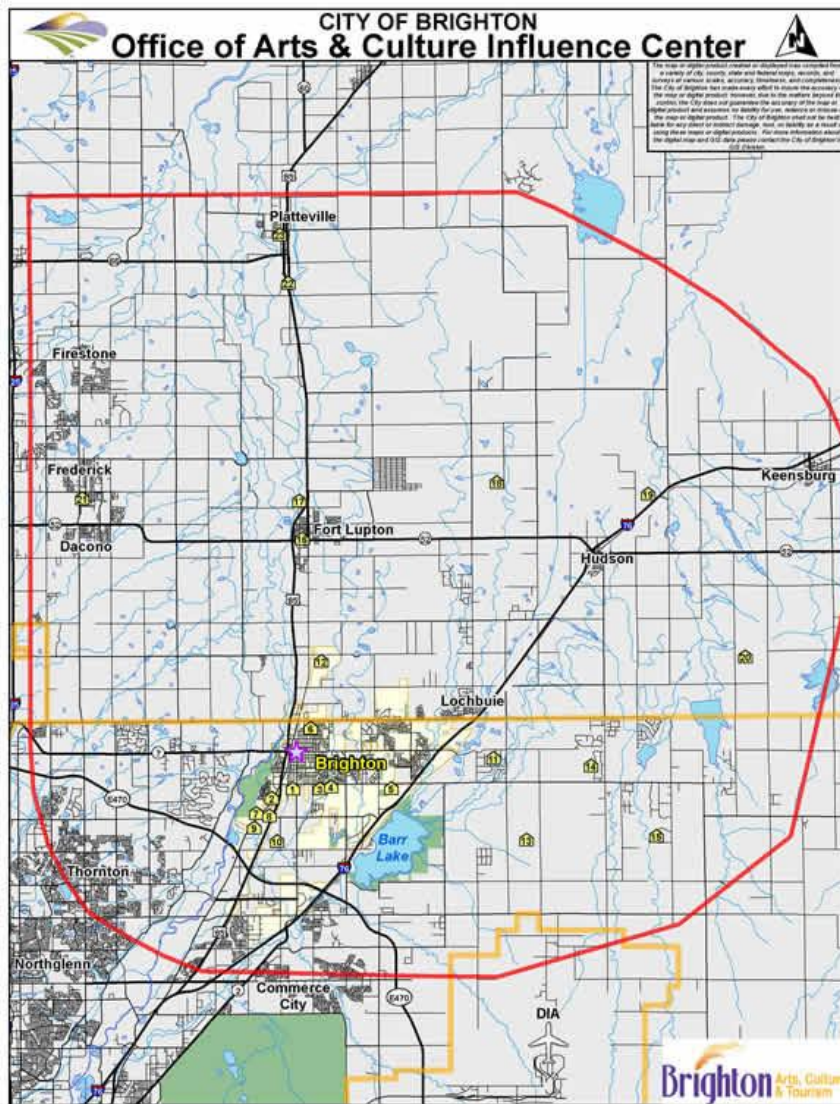
*We respectfully request that the Brighton City Council adopt this Cultural Strategic Plan, the process for implementing this plan, and the following:*

- A) Brighton Cultural Arts Commission (BCAC) / Brighton Cultural Strategic Team (BCST) continue to complete Phase 2 to include the 2015 Implementation Teams and Advisory Group.*
- B) Request annual budget and support to complete plan 2015 and beyond.*
- C) Institute a “real-time” process making document updates as soon as possible.*

# Brighton Cultural Influence Area

*Welcome to Brighton Cultural Influence Area (BCIA)!*

## SHARING OUR CREATIVE SIDE



*This area map represents where citizens from Brighton and neighboring communities come to:*

*LIVE*

*SHOP*

*WORK*

*PLAY*

**VISIT:**

[www.brightoncoARTS.org](http://www.brightoncoARTS.org)

*Brighton offers all to visit our website regularly. Share your interest and knowledge!*

*Our Arts & Culture community continues to invite all areas to be a part of our*

**C**REATIVE **E**CONOMY, **E**DUICATION, AND **P**ARTNERSHIP

A word cloud graphic with various terms related to the Brighton Creative Economy. The words are arranged in a grid-like fashion. The largest word is "ART". Other prominent words include "Creative Story", "Non-Profit", "History", "Agritourism", "Education", "Marketing", "Advocacy", "Creative", "Strategy", "Leadership", "Economic Growth", "Funding", "Activity", "Collaboration", "Community", "Sustainability", "Visitor", "Diversity", "Creative Industry", "Creative District", "Culture", "Volunteer", "Tourism", "Opportunities", "Activities", "Creativity", "Networking", "Communication", "Resources", "Community", "Sustainability". The website "www.brightoncoARTS.org" is prominently displayed in the center. The word cloud is set against a dark background with a purple border.

Respectfully, Helen Rodriquez  
City of Brighton, Office of Arts & Culture 500 S. 4th Avenue, Brighton, CO 80601  
Ph: 303.655.2126 | [info@brightoncoARTS.org](mailto:info@brightoncoARTS.org) | [www.brightoncoARTS.org](http://www.brightoncoARTS.org)

## LIST OF GOALS, OBJECTIVES AND STRATEGIES

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### GOAL 1: INCREASE ACCESS, PARTICIPATION, AND ENGAGEMENT IN THE CULTURAL LIFE OF BCIA.

**Objective 1:** *Assess and expand the understanding of community assets, resources and neighborhood cultural development needs.*

#### CREATIVE STRATEGIES:

1. Inventory and catalog the assets of the area.
2. Publish CSPT *Mission* and *Vision* statements and contact information for use by cultural organizations (*facilitating volunteers, philanthropists, nonprofits and others*) to identify and engage with those of interest.
3. Use technology to more effectively provide general access.
4. Post the inventory on the *Brighton Arts, Cultural and Tourism* website and other media.
5. Use technology to more effectively provide access and interactive engagement.
6. Monitor community for opportunities.

**Objective 2:** *Improve marketing for cultural activities through the Arts, Culture and Tourism website and other media.*

#### CREATIVE STRATEGIES:

1. Engage community newspapers, magazines and blogs to include regular arts coverage. Inform media of all cultural activities and engage them in creative ways to inform the public. (Media examples: *The Denver Post*, including *Your Hub*, *The Brighton Banner*, *Brighton Standard Blade*, *Local Color Magazine*, *The Brighton Buzz*, Internet blogs, Facebook pages, etc.).
2. Provide backgrounders, images and releases.
3. Offer annual marketing workshops and training to non-profit arts groups on free/low-cost marketing and promotion techniques and the use of the *Brighton Arts, Cultural and Tourism* website.
4. Increase promotion of low-cost and free events on the Arts, Cultural and Tourism website and PR.
5. Create online, real-time database in *Brighton Arts, Cultural and Tourism* website (of arts media contacts, events and deadlines) and tap into other useful data bases.
6. Develop a *Passport for the Arts* with diverse, discounted opportunities among multiple organizations and coordinate with non-profits who increase access to children, seniors, and disadvantaged.
7. Enhance the *Brighton Arts, Culture, and Tourism (BACT!)* web pages, on-line guidebook, and training. Further develop mobile capabilities.
8. Promote best practices and new tools for collaborative marketing (list-sharing, cross-promotion, etc.) with non-profits, agencies, and creative industries.
9. Develop an integrated local/virtual gallery with a guide and shopping capability on website and social media.
10. Launch a “Did You Know” arts education program designed to educate people about existing cultural programs and educational opportunities through partnerships with media and civic organizations.

**Objective 3:** *Minimize barriers (cost, travel, etc.) to cultural access for all area residents.*

#### CREATIVE STRATEGIES:

1. Bring more performances and programs to the BCIA.
2. Advocate full access for residents to the arts and culture events in the community and at all venues where SCFD supported programming is presented.
3. Support and advocate for community centers (such as Eagle View Adult Center, Brighton Recreation Center, and the Boys and Girls Club) to increase community-centric cultural activities for children and adults. Implement through an integrated approach in City Wards, Home Owner Associations (HOAs), neighborhoods, and communities.

4. Work with neighborhood organizations and HOA's to plan their own creative activities and public art providing toolkits and standards.
5. Work with the SCFD to gain universal equal access for all Adams County residents. Track and document (with cooperation from SCFD, Adams County, and other municipalities) to electronically capture cultural events county-wide. Share access via a variety of media channels including cable and the Internet.
6. Set access goals for visual, performing, and language arts by age groups and other segmentation.
7. Measure the degree of access being achieved against the goals. Use technology to more effectively provide general access and engagement.
8. Evaluate alternative ways to achieve the goals.
9. Partner with non-profit groups serving youth, seniors, and adults to arrange transportation to and from cultural events (especially nighttime events as Eagle View Adult Center does).
10. Measure, evaluate, and then establish incremental goals for the number of ticket giveaways to performing arts events for military, senior and under-served populations.
11. Encourage arts providers' participation in public transportation planning.
12. Work with RTD to provide evening and weekend bus/train service and encourage cultural providers plan for public transportation options for events.

**Objective 4:** *Measure and track public participation and integration in cultural programs.*

**CREATIVE STRATEGIES:**

1. Increase arts/design representation on community-planning boards/commissions/ committees (such as *Brighton Urban Renewal Authority, Brighton Downtown Partnership, Brighton Economic Development Corporation, Brighton Historical Preservation Commission, Brighton Lodging Tax Advisory Committee, (Brighton) Brighton Planning Commission, Brighton Chamber Non-Profit Council, etc.*)
2. Ensure residential and commercial developments include public spaces that can be used for arts and cultural activities (such as concerts in parks and public art).
3. Develop a Public Art plan and standards for BCIA to be incorporated in this plan and coordinate with the *Adams County Visual Arts Commission* program.
4. Advocate for financial planning specific to the cultural assets and resources needed for the use and enjoyment of the community.
5. Survey arts providers and their data collection methods, and educate them on the need for reporting attendance, outreach activities, revenue, and expenses.
6. Share data from SCFD applications and collect relevant data (including budgets and revenues of the arts) from City, County and State agencies, etc.
7. Provide access to an annual voluntary, creativity growth-measurement program for children and adults annually. Compare this program against national norms.
8. Provide training for cultural leaders on measurement indicators and data collection activities.
9. Share cultural data trends and identify needs and opportunities at annual leadership events of arts and culture providers.
10. Identify neighborhood locations suitable and amenable to work with groups wanting to start new cultural activities (such as library branches, Boys and Girls Clubs, churches, schools, etc.).

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## **GOAL 2: INTEGRATE THE ARTS AND CULTURE INTO THE SOCIAL, ECONOMIC AND CIVIC FABRIC OF THE BCIA.**

*Objective 1: Develop affordable and accessible venues and facilities.*

**Strategies:**

1. Collaborate with leading community organizations and other municipalities to build private/public relationships in order to expand artistic offerings in non-traditional venues.
2. Support Brighton youth groups' cultural development-related initiatives.
3. Partner with, and provide management assistance to the *Adams County Historical Museum, City of Brighton commissions, and other entities* on art and culture projects, history on loan, art-and-object event



- curation, art preservation, etc.
- 4. Develop new venues and opportunities for visual artists to exhibit work.
- 5. Seek funding for improvements to City-owned buildings to extend their purpose.
- 6. Create an outdoor venue accommodating 800-plus attendees for performances.
- 7. Build a quality indoor, mid-size conference/performing arts venue with a seating range of 750-1,200.
- 8. Develop creative cultural uses for historic and contemporary places.
- 9. Develop three new versatile performance spaces within new or existing spaces throughout the community with affordable seating for 50-200 people for arts and cultural events.

*Objective 2: Identify the arts and culture sector as an economic driver.*

**Strategies:**

- 1. Grow creative industries and foster creativity in our schools and community
- 2. Procure Cultural Vitality Index Data from *Western States Arts Federation* to benchmark the creative economy against regional cities.
- 3. Participate in the *Arts & Economic Prosperity IV* study through *Americans for the Arts*.
- 4. Include a cultural representative on *Economic Development Corporation* familiarization tours of the region, *Brighton Chamber of Commerce*, realtor groups, etc.
- 5. Track number of primary jobs in the arts/creativity and non-primary creative-valuing jobs and publicize with Quality of Life Indicators.
- 6. Create Cultural Arts Districts to seek *Colorado Cultural Industries* grant(s) and training.
- 7. Attract and link to *Colorado Creative Industries* statewide initiatives to grow creative industries.
- 8. Measure and track arts and cultural-related investments and non-profit funding
- 9. Launch targeted creative industries recruitment plan for companies and individuals.
- 10. Create a toolkit of links and text for economic development departments of *Adams County* and all municipal governments to link to our BACT! website.

*Objective 3: Affirm culture, identity and heritage while encouraging the development of a shared forward looking community culture.*

**Strategies:**

- 1. Create a cultural tourism task force to better promote the region's arts and cultural heritage to visitors.
- 2. Support the business plan of the *Adams County Historical Museum* to ensure that it remains open with new and ongoing programming.
- 3. Identify opportunities to partner with the *Brighton Historic Preservation Commission* and other non-profits in artifact loan and access programs.
- 4. Work with Wards and surrounding communities on public art needs and integrated plans.

### **GOAL 3: STRENGTHEN AND EXPAND ARTS AND CULTURE LEARNING.**

*Objective 1: Strengthen K-12 arts curriculum through community support.*

**Strategies:**

- 1. Facilitate volunteering and partnering in arts education
- 2. Publicize benefits of arts education (such as lower dropout rates and higher academic achievement, and improved creativity scores and quality of life).
- 3. Assist all schools in BCIA to align local curriculum with state requirements for mandatory arts education (Colorado Academic Standards) by using community cultural resources.
- 4. Enhance and track programming that brings students out of the classroom and into performance venues (such as concerts and theatrical performances at the *Arvada Center for Arts and Humanity*, field trips to the *Denver Art Museum*, art

Galleries and other regional/local venues etc.).

5. Document, share, and celebrate student achievement in the arts (County Fair ribbons, etc.) and voluntary measurement of creativity (Torrance Tests of Creative Thinking, cultural intelligence quotient-CQ scores, etc.)
6. Add an online guide to the *Brighton Arts, Cultural and Tourism* website to the arts education services of all school districts within the Area as a tool for parents making enrollment decisions.
7. Connect artists to schools in rural areas of the counties as Artists in Residence.
8. Create system to connect artists and arts organizations to home-school groups to ensure home-schooled students have access
9. Develop after-school arts learning programs with area *Boys and Girls Clubs*, *Brighton Housing Authority*, day care organizations and provide scholarships and mentors

*Objective 2: Enhance higher education and adult education in Arts and Culture.*

**Strategies:**

1. Increase educational components and hands-on learning. Provide cultural heritage recognition and education at festivals and community arts activities.
  2. Ensure greater access to arts activities via *Eagle View Adult Center*, *Brighton Housing Authority*, *Brighton Recreation Center*, elder care facilities, etc.
  3. Track and incrementally grow arts-learning participation (visual art classes, enrollment in choral groups, etc.)
  4. Work with higher education institutions to expand creative leadership workshops
- 

**GOAL 4: FOSTER THRIVING ARTS ORGANIZATIONS.**

*Objective 1: Enhance the sustainability of existing cultural organizations.*

**Strategies:**

1. Survey arts organizations for status, needs, current mission, funding, challenges, etc.
2. Prioritize the needs of the area and the needs among organizations, and advocate to all organizations (City, Region, State, and Federal governments, businesses, nonprofits and individuals who can fill those needs).
3. Conduct training and workshops for effective management and developing and maintaining plans.
4. Create arts and culture volunteer database and network.
5. Expand networking opportunities for Arts supporters and providers to encourage collaborations.
6. Create case-studies to serve as models of effective collaborations.

*Objective 2: Create sustainable funding for cultural organizations.*

**Strategies:**

1. Work with *Brighton City Council* to form a BCIA Commission with a mission to provide advice to City Council regarding consolidated annual cultural budget, leadership and coordination of city staff, the non-profits, and grass roots culture groups in the BCIA and other entities with the assistance of the *Brighton City Office of Arts and Culture*.
2. Launch *Colorado Gives* in collaboration with *Brighton Legacy Foundation*
3. Encourage workplace giving and corporate philanthropy for arts and culture.
4. Prepare an annual "State of the Arts" report for BCIA and a social occasion for funders/donors and non-profits.
5. Coordinate full participation in SCFD funding to city agencies (*Office of Arts and Culture*, special events, etc.) and the *Lodging Tax Advisory Committee*, collaborative strategies for GOS and project funding, visual (public) art) and facilitate partnering and assisting in qualifying non-profits as 501 C 3 designations, preparing proposals, and providing financial and management mentoring.
6. Coordinate cultural programming among organizations (such as *the heART of Brighton*, BCAC, Brighton Music, Platte

Valley Players, Brighton Eye for Art, the Art Awareness Committee, Main Street Creatives, and others in BCIA) to fully address the needs for cultural programming in the area and to structure them for maximum effectiveness.

7. Conduct continuing research to develop, qualify, and fund cultural district(s).
8. Advocate to all sources for funding of cultural service providers in BCIA (municipal investment should be competitive with other communities) to outperform the region.

*Objective 3: Foster coordination, cooperation and missions of cultural organizations.*

**Strategies:**

1. Encourage sharing of missions, visions, plans, surveys, training, and access to funding sources.
  2. Identify unfilled needs and opportunities.
  3. Coordinate training, classes, and related schedules.
  4. Facilitate a quarterly roundtable of Arts and Culture clubs and other groups & organizations encouraging networking, sharing of ideas, and resources.
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**GOAL 5: SUPPORT CREATIVE INDIVIDUALS AND ADVANCE ARTS LEADERSHIP.**

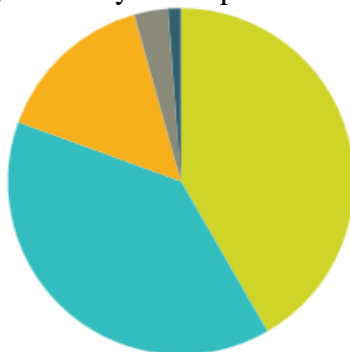
*Objective 1: Recognize and support creative individuals.*

**Strategies:**

1. Create LOCAL comprehensive job listings and classifieds for creative industries and creative economy positions, and post on the *Brighton Arts, Cultural and Tourism* website.
2. Provide training and marketing opportunities for individual artists.
3. Expand BACT database of individual artists in BCIA.
4. Create the virtual gallery on the BACT! Website.
5. Grow and support artist guilds.
6. Grow financial support for individual artists, virtual galleries, registration, awards, etc.
7. Better coordinate with existing organizations and individuals to assist emerging artists to create collaborating incubation opportunities.
8. Provide incubators to support mentoring, collaboration, and brain-storming sessions.
9. Provide access to creative Regional, State, and National databases for emerging artists.

## Cultural Strategic Plan Survey Results

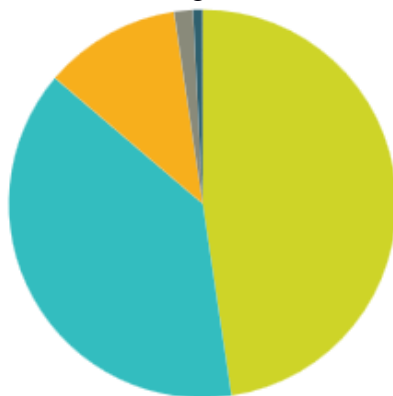
Shall we tell the Brighton story of the positive impacts of arts, culture & creativity?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	41.67% 105	38.89% 98	15.08% 38	3.17% 8	1.19% 3	252

Shall we develop, expand & maintain the Cultural Strategic Plan by growing a city wide directory of resources and vendors as well as highlighting happenings, events & programs on the Brighton Arts, Culture & Tourism website ([www.brightoncoARTS.org](http://www.brightoncoARTS.org))?

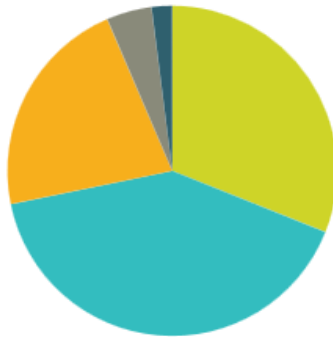


Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	47.64% 121	38.58% 98	11.42% 29	1.57% 4	0.79% 2	254



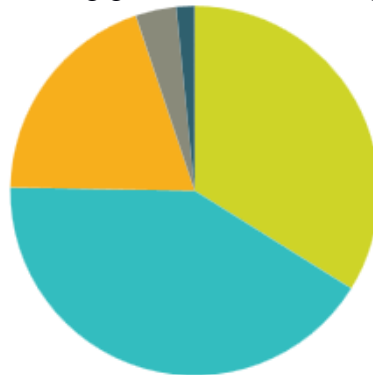
Are you interested in learning to develop and create sustainable funding from local, regional, state and national resources?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	31.05% 77	40.73% 101	21.77% 54	4.44% 11	2.02% 5	248

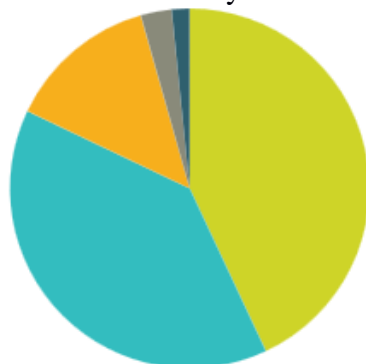
Shall we create accounting, grant writing, and training opportunities for clubs, groups & organizations who are interested in securing grants from local, regional, foundations, and state & national agencies?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	33.86% 85	41.43% 104	19.52% 49	3.59% 9	1.59% 4	251

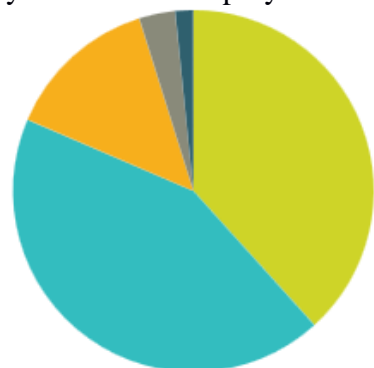
Shall we recognize and celebrate the disciplines and genres of Arts & Culture (Creatives) in the many creative elements within our community?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	43.03% 108	39.04% 98	13.55% 34	2.79% 7	1.59% 4	251

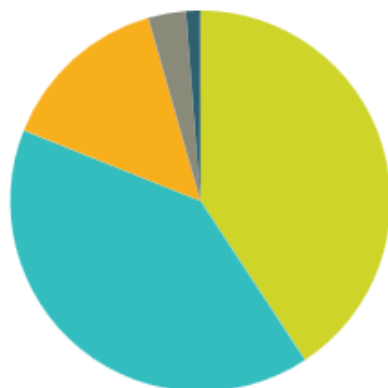
Shall we enhance access to adult & higher education with cultural and creative opportunities and strengthen the pathway for creative employment?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	38.31% 95	43.15% 107	13.71% 34	3.23% 8	1.61% 4	248

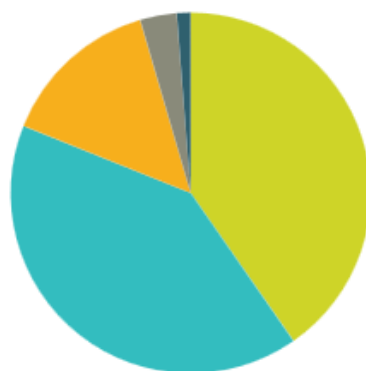
Shall we increase opportunities for accessible spaces for artistic & creative professionals to work & perform?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	40.73% 101	40.32% 100	14.52% 36	3.23% 8	1.21% 3	248

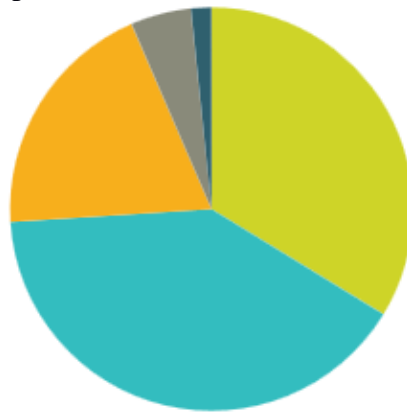
Shall we develop and mentor the next generation of cross-sector leadership for arts, culture & creativity in the community?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	40.33% 98	40.74% 99	14.40% 35	3.29% 8	1.23% 3	243

Shall we organize arts supporting leaders and elected officials annually to advance arts-centered recognition, policies and practices?



Strongly Agree Agree Neutral Disagree Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Check one	33.74% 83	40.24% 99	19.51% 48	4.88% 12	1.63% 4	246



# Phase 2

# 2015

# Implementation Plan

***"CREATIVE BRIGHTON"***

***"CREATIVE BRIGHTON"***

Cultural Strategic Team 2014–2015



## 2014 CULTURAL STRATEGIC TEAM

**CITY COUNCIL**

**Joan Kniss**

**ARTS ADVOCATE**

**Ron Ames**

Artist, Published Author

**LANGUAGE ARTS  
& LITERATURE**

**Robin Kring**

Writer, Published Author

**PERFORMING ARTS**

**Judd Farner**

Theater Director

**VISUAL ARTS**

**Aaron Alarid**

Artist, Educator

**MUSIC**

**Don Prorak**

Band, Educator

## 2015 CULTURAL / IMPLEMENTATION TEAMS

**Language Arts  
& Literature**

**City Council**

**Performing Arts**

**Photography**

**Crafts**

**Visual Arts**

**Music**

**Historic /  
History**

**Dance**

**Design Arts /  
Media Arts**

**Organization /  
Finance**



## CULTURAL ADVISORY GROUP

**Economic  
Advisors**

**Legal  
Advisors**

**501-c-3  
Status**

**Advocacy**

**Financial**

**Grant Writing**

**Tax  
Advisors**

**Accountant**

**Marketing**

**Graphics**

**Video**

**Writers**

**Administrative**

**Executive**

**Photography**

*"CREATIVE BRIGHTON"*

## **IMPLEMENTATION TIMELINE**

### *for the CULTURAL STRATEGIC PLAN of BRIGHTON*

*Please Note: These are placeholders, as the schedule is not fully developed.*

#### **January 2015**

Plan becomes available on website, along with volunteer signup tools; plan is unveiled at news conference.

#### **January 2015**

Email draft Cultural Strategic Plan (CSP) to EDC, Lodging Tax Committee, and Brighton Cultural Nonprofits.

#### **February 2015**

BCAC/CULTURAL TEAM formed, with leaders identified, grant strategies and cooperation, volunteer recruitment ongoing.

#### **Through April 2015**

Presents the Cultural Plan to Arts groups, City Councils, civic groups and municipalities, and departments.

Present the Cultural Strategic Plan to City Council, arts groups, civic groups, various city departments, and interested municipalities.

#### **June 2015**

The 1st Annual Arts & Culture Educational Conference, to be held at the Armory, Brighton, Colorado.

#### **Ongoing, beginning in 2015**

##### **New: Goal & Objective Review Committee**

\*The Goal & Objective Review Committee of the Cultural Team meets a minimum of twice per year to review progress, and achieving the goals and objectives.

\*Review opportunities for integration with other goals and other community efforts review timelines, and offer assistance.

\*Goal & Objective Review Committee will provide a brief written report twice per year, in March and September, documenting progress implementing the CSP.

#### **Ongoing, beginning in 2015**

##### **BCAC / Cultural Team**

The Cultural Team meets 12 times per year to review implementation plan progress reports.

\*\*The team organizes an annual spring and fall to share progress, seek alignment, celebrate successes, and identify needs and shortcomings. After the annual gathering, the Cultural Team prepares a public annual report on Cultural Strategic Plan progress.

## SUPPORTING DOCUMENTS

*Colorado Creative Industries – Colorado's Newest "Key Industry–  
The Creative Industry*

*Americans for the Arts – 10 Reasons to Support the Arts*

*How to Utilize an Advisory Board*

## Colorado Creative Industries<sup>4</sup> – Colorado’s Newest “Key Industry–The Creative Industry”

### CREATIVE INDUSTRIES

Advanced Manufacturing  
Aerospace  
Bioscience  
**Creative Industries**  
  
Creative Industries Map  
Defense & Homeland Security  
Electronics  
  
Energy & Natural Resources  
Financial Services  
Food & Agriculture  
  
Health & Wellness  
Infrastructure Engineering  
Technology & Information  
Tourism & Outdoor Recreation  
Transportation & Logistics



#### CREATIVE INDUSTRIES

Colorado is a global 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. With its existing ecosystem of creative entrepreneurs, arts and cultural nonprofits, media and entertainment giants, and universities and academic leaders who encourage creativity and innovation, Colorado's creative industries are well-positioned to grow and continue to help Colorado's economy thrive.

The creative industries in Colorado have been growing faster than in most other states, and Colorado now ranks 6th in the nation in percent of its workforce in creative class occupations. These jobs are well-distributed across the state; in fact, Colorado has ten of the nation's top 25 non-metro counties in concentration of creative occupations. Artists and creative professionals are a major workforce asset for Colorado, as over half of all artists have received at least a bachelor's degree.

The entrepreneurial spirit of Colorado is especially strong in creative professionals, who are 3.5 times more likely than the total U.S. workforce to be self-employed. And there is a close connection between art and technology, with one in three artists working in the professional, scientific, and technical services sectors.

<sup>4</sup> Excerpt from Colorado Office of Economic Development and International Trade, “Creative Industries” web page, “Creative Industries,” Retrieved 11/04/14 from: <http://www.advancecolorado.com/key-industries/creative-industries>.

## Americans for the Arts – 10 Reasons to Support the Arts



### 10 Reasons to Support the Arts

1. **Arts promote true prosperity.** The arts are fundamental to our humanity. They ennoble and inspire us—fostering creativity, goodness, and beauty. The arts help us express our values, build bridges between cultures, and bring us together regardless of ethnicity, religion, or age. When times are tough, art is salve for the ache.
2. **Arts improve academic performance.** Students with an education rich in the arts have higher GPAs and standardized test scores, and lower drop-out rates—benefits reaped by students regardless of socio-economic status. Students with 4 years of arts or music in high school average 100 points better on their SAT scores than students with just one-half year of arts or music.
3. **Arts strengthen the economy.** The U.S. Bureau of Economic Analysis reports that the arts and culture sector represents 3.25 percent of the nation’s GDP—a larger share of the economy than tourism and agriculture. The nonprofit arts industry alone generates \$135 billion in economic activity annually (spending by organizations and their audiences) that supports 4.1 million jobs and generates \$22.3 billion in government revenue.
4. **Arts are good for local merchants.** Attendees at nonprofit arts events spend \$24.60 per person, per event, beyond the cost of admission on items such as meals, parking, and babysitters. Attendees who live outside the county in which the arts event takes place spend twice as much as their local counterparts (\$39.96 vs. \$17.42)—valuable revenue for local businesses and the community.
5. **Arts drive tourism.** Arts travelers are ideal tourists, staying longer and spending more to seek out authentic cultural experiences. The U.S. Department of Commerce reports that the percentage of international travelers including museum visits on their trip has grown steadily since 2003 (18 to 24 percent). The share attending concerts and theater performances has grown from 14 to 17 percent since 2003.
6. **Arts are an export industry.** U.S. exports of arts goods (e.g., movies, paintings, jewelry) grew to \$72 billion in 2011, while imports were just \$25 billion—a \$47 billion arts trade surplus.
7. **Arts spark creativity and innovation.** The Conference Board reports that creativity is among the top 5 applied skills sought by business leaders—with 72 percent saying creativity is of high importance when hiring. The biggest creativity indicator? A college arts degree. Their *Ready to Innovate* report concludes, “The arts—music, creative writing, drawing, dance—provide skills sought by employers of the 3<sup>rd</sup> millennium.” Nobel laureates in the sciences are 17 times more likely to be actively engaged in the arts than average scientists.
8. **Arts have social impact.** University of Pennsylvania researchers have demonstrated that a high concentration of the arts in a city leads to higher civic engagement, more social cohesion, higher child welfare, and lower poverty rates. A vibrant arts community ensures that young people are not left to be raised solely in a pop culture and tabloid marketplace.
9. **Arts improve healthcare.** Nearly one-half of the nation’s healthcare institutions provide arts programming for patients, families, and even staff. 78 percent deliver these programs because of their healing benefits to patients—shorter hospital stays, better pain management, and less medication.
10. **Arts mean business.** The Creative Industries are arts businesses that range from nonprofit museums, symphonies, and theaters to for-profit film, architecture, and design companies. A 2014 analysis of Dun & Bradstreet data counts 750,453 businesses in the U.S. involved in the creation or distribution of the arts that employ 3.1 million people—representing 4.2 percent of all businesses and 2.2 percent of all employees, respectively. (Download a free Creative Industry report for your local community.)

[www.AmericansForTheArts.or](http://www.AmericansForTheArts.or)

## How to Utilize an Advisory Board

### How to Utilize an Advisory Board

May 21, 2012 by Ellis Carter

An advisory board is a group of talented, experienced, wealthy, or otherwise influential individuals who are invited to provide ongoing advice and support to a nonprofit's Board of Directors. Members of an advisory board are not typically current members of the Board of Directors, but are volunteers with a passion for the nonprofit who can provide valuable assistance and advice to the governing Board.

One example of this approach is the formation of a fundraising advisory board or campaign cabinet whereby members are asked to endorse the campaign and make introductions to potential donors. Another example is an honorary board whereby exceptional former chairs, founders, donors and others can remain connected to the organization long-term. The third is specific teams of advisory such as legal, accounting, marketing, etc, gather to share advice with the overall organization(s).

To properly create and utilize an advisory board, we recommend nonprofits take the following steps:

Develop a written description of the responsibilities of the advisory board members as well as how often it will meet, length of terms, etc.

If an advisory board position is meant to be an honor rather than a position with an active role advising the nonprofit, make sure this is clear to all members in the beginning.

Assign a liaison between the advisory board and the Board of Directors. This may include designating a board or staff member as to attend advisory board meetings and make reports to the Board.

Don't establish an advisory board if you cannot commit the time to preparing for effective advisory board meetings and to making the experience meaningful and rewarding for members. Otherwise, advisory board members may feel ignored or superfluous.

Ellis Carter is a nonprofit lawyer licensed to practice in Washington and Arizona. Ellis advises tax-exempt clients on federal tax matters nationwide.

\*\*

Filed Under: Advisory Boards, Governance

Read more: <http://charitylawyerblog.com/2012/05/21/how-to-use-nonprofit-advisory-boards/#ixzz3BF31EVnw>

## APPENDICES

### ***Colorado's Key Industries –Creative Industries (Full Article)***

Colorado Office of Economic Development and International Trade web pages,  
<http://www.advancecolorado.com/key-industries/creative-industries>

### ***Key Findings from the "State of Colorado's Creative Economy."***

Colorado Council on the Arts (2009, February), Colorado: State-of-the-Art,  
[www.rtsinc.org/publications/documents/COFindings.pdf](http://www.rtsinc.org/publications/documents/COFindings.pdf)

### ***The Role of Arts in Economic Development***

Colorado Business Committee for the Arts, <http://artsbiz.org/wp-content/uploads/2011/08/Arts-in-Eco-Devo.pdf>