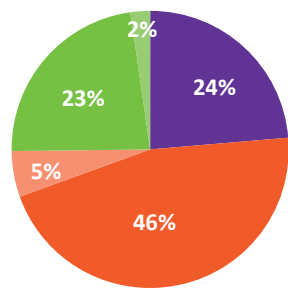


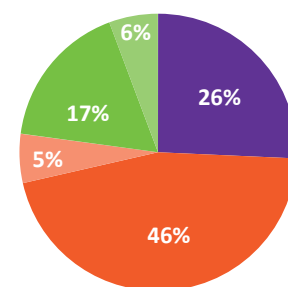
Get the full Community Cultural Plan
boulderarts.org/plan

**IMPLEMENTATION:
 BUDGET
 RECOMMENDATIONS**

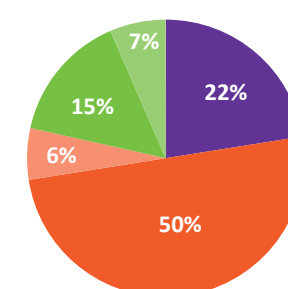
2016 - 2018
First Phase Goal
\$1,310,000
\$310K = Administration
\$670K = Grants + Support
\$330K = Public Art + Programs



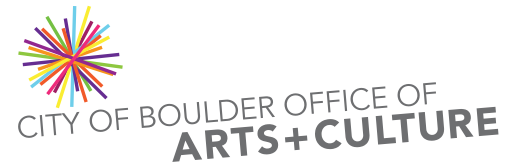
2019 - 2021
Middle Phase Goal
\$1,750,000
\$450K = Administration
\$900K = Grants + Support
\$400K = Public Art + Programs



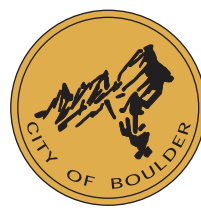
2022 - 2024
Final Phase Goal
\$2,000,000
\$450K = Administration
\$1.12M = Grants + Support
\$430K = Public Art + Programs



- GUIDING PRINCIPLES**
- Diversity
 - Stewardship
 - Public Inquiry
 - Professionalism
 - Boulder Arts Commission
 - Partnerships and Collaboration
 - City of Boulder Vision and Values



The Office of Arts + Culture is a division of the City of Boulder Library & Arts Department.



Dance performance of Boxes. Photo appears courtesy of 3rd Law Dance Theater. Photo by Heather Gray Photography.



**COMMUNITY
 CULTURAL PLAN
 SUMMARY**

City of Boulder, Colorado
 Office of Arts + Culture
 Adopted November 17, 2015

Boulder is an outstanding place to be creative.

To be here is to be inspired: by the bold steps we have taken as a community, by the great places we have built, and by the inimitably beautiful natural backdrop to our city.



The PLACE Project. Image appears courtesy of North Boulder Art District, 2015. Photo by Paula Gillen.

This environment of inspiration attracts, and is improved by, the creative people that call this place home. We are further blessed by an innate drive of innovation and self-reliance that has fostered an incomparable marketplace for cultural organizations, venues, and businesses. For many years, the community has pushed the practice and commerce of culture forward at a trendsetting pace. Now, from this advanced position, we find the community ready for a

sophisticated perspective on the role of government in culture and the creative economy. The Community Cultural Plan is the result of an inquiry into the thoughts and desires of our residents, students, visitors, and workforce about our collective aspirations for Boulder's culture. In this way, it tells the story of what we wish to become, and serves as a call to action for all levels of cultural participation.

It also tells the story of challenges: there are problems to solve. Most of all, it narrates a communal understanding about the benefits of culture. If you make art, work for a creative business, attend a performance, take photographs as a hobby, or simply enjoy the beauty of our city, then you, too, have a stake in the success of the Community Cultural Plan.

(continued on page 2)

CULTURE COMES NATURALLY

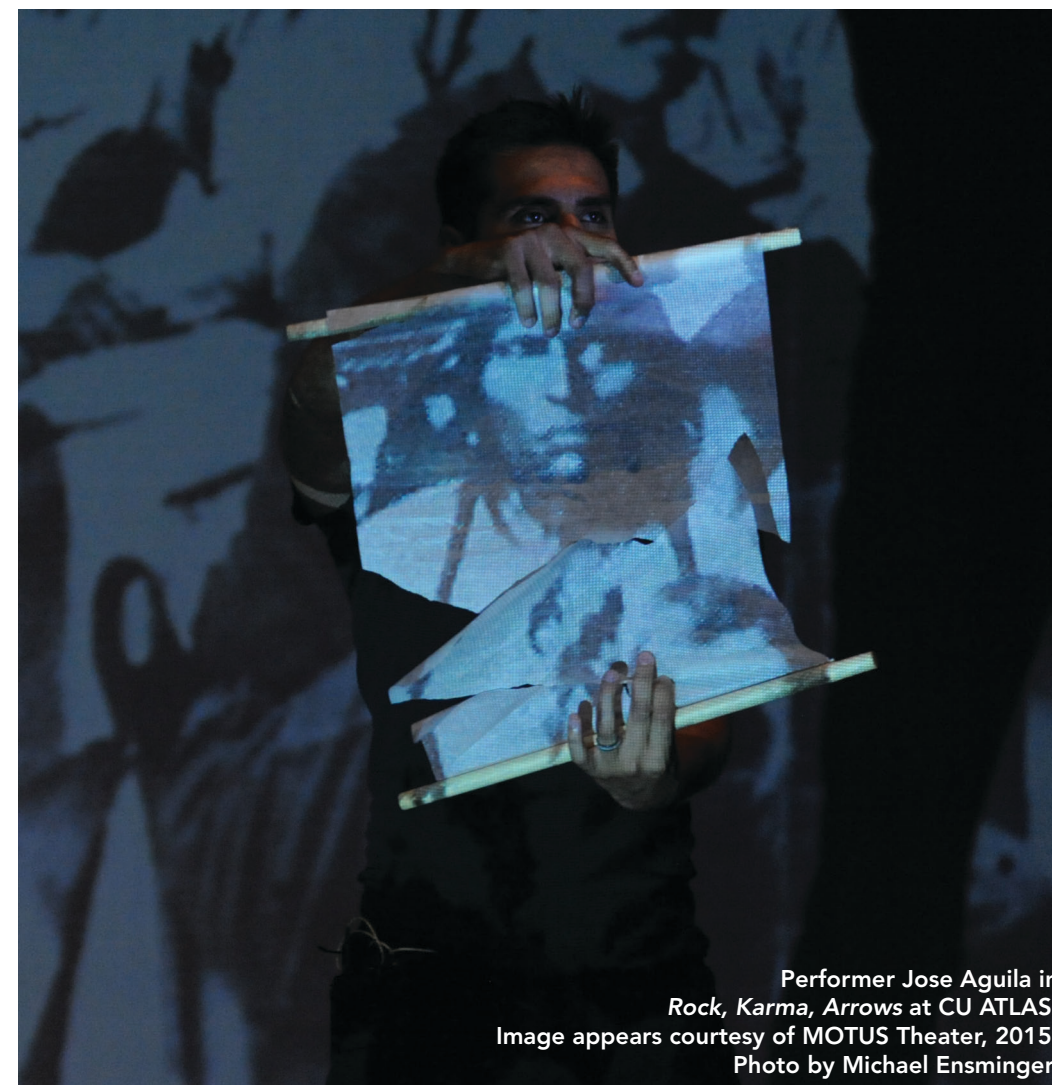
PLANNING PROCESS:

PUBLIC INQUIRY

25 Culture Kitchen Pop-up Events
Over 75 Interviews and Discussions
300+ Intercept Surveys
20+ Neighborhood Conversations
1,132 Unique Visitors to MindMixer
1,087 Respondents to the Full Online Survey
in English and Spanish

RESEARCH

Cultural Vitality Index
Comparative Benchmark Study
Aspirational Benchmark Study
Public Art Program Study
Cultural Asset Mapping
Literature Review



COMMUNITY PRIORITIES

The Community Cultural Plan will be successful only through collaboration: success for our culture is the responsibility of all of Boulder. Thus, this document is not merely a municipal government work plan. Rather, all of our efforts must be in alignment: public and private, non-profit and for-profit, in education, in personal and professional life.

To understand our roles, the planning process set out to establish "Community Priorities." These statements summarize the most common responses in answer to the question, "What is your vision for Boulder's culture and creative economy?" and represent the broader trends that appeared in the data from the Cultural Kitchen, dialog with key stakeholders, and industry research.

Support the resiliency and sustainability of **cultural organizations** to enhance their ability to benefit the community.

Create a supportive environment for **artists and creative professionals**, while fostering innovative thinking and leadership among them.

Prioritize the **civic dialogue** about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

Develop Boulder's **creative identity** in becoming an innovative world leader in cultural matters and project that identity to the region and the world.

Focus on the expression of culture and **creativity in the public realm** through public art, the urban landscape, culture in the neighborhoods, and serendipitous encounters with the arts.

Amplify the vibrancy of Boulder's **cultural destinations**: the lively mix of museums, performance venues, events, districts, studios, maker spaces, and other facilities that make Boulder an enticing place to visit, live, play, and work. Fill in the gaps and address issues of access and affordability.

(continued from page 1)

This document is also a toolbox for city government and describes the ways in which public art, economic tools, services for practicing artists, and support of cultural organizations, neighborhoods, and diverse communities all intersect with social resiliency, environmental sustainability, and

economic prosperity to achieve a thriving and beautiful city.

The programs, capacities, and services that are recommended here are a network of support meant to encourage our advanced position, distribute accomplishment to all people, and facilitate remarkable successes of which

we can all be proud. When you read this document you will see yourself in it. We all have a role to play. And, with effort and commitment, we can achieve the community's vision: together, we will craft Boulder's social, physical, and cultural environment to include creativity as an essential ingredient for the well being, prosperity, and joy of everyone in the community.

CP SUPPORT ARTISTS AND CREATIVE PROFESSIONALS

Community Priority – Create a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

Goal – Boulder will increasingly attract artists and creative professionals for all it has to offer, not only in beautiful surroundings and quality of life, but also in the ability to thrive in the creative sector.

Program Areas:

Support and Recognition for Artists and Creative Professionals a series of programs will be available to recognize the accomplishments of Boulder artists, and provide opportunities for the community to build Boulder's reputation as a great home for creative practice.

Livability and Affordability the Office of Arts + Culture will join with other city agencies and community groups in addressing this unexpected by-product of Boulder's prosperity and bring perspective on how the issue affects creative professionals.

Professional Development Tools scholarships, education opportunities, and access initiatives will be offered to support leadership and good business practices among our workforce of creative professionals.

Allies:

The NoBo Art District Organization – Boulder Chamber of Commerce – Boulder Latino Chamber of Commerce – Boulder County Arts Alliance – Boulder County Arts Leadership Forum – University of Colorado – Naropa University – Small Business Development Center – Studio Arts Boulder – Open Arts – Boulder Digital Arts – Boulder Design Works – madelife – Boulder Arts Association – Boulder Metalsmithing Association – The Dairy Center for the Arts – Boulder Museum of Contemporary Art – City of Boulder Planning, Housing & Sustainability – City of Boulder Department of Community Vitality – and others

YO ENGAGE OUR YOUTH

Community Priority – Create a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

Goal – At the end of this nine-year plan, the young people who are now studying the creative pursuits will find Boulder the perfect place to grow into cultural leaders.

Program Areas:

Youth Council a group of emerging leaders will gather to advise on issues raised by the Community Cultural Plan, assist in projects, engage in mentorship opportunities, and participate in a cohort group to follow their careers in the creative industries over the next nine years.

Collaboration with BVSD and Education Organizations the development of strategies and programs in the Community Cultural Plan will be aligned with the work of the Boulder Valley School District, private schools, non-traditional education groups, and others to ensure that the variety of cultural curriculum and opportunities are deployed to the best benefit of children in all age groups.

Mentoring and Participation the Office of Arts + Culture will partner with education and private organizations to offer opportunities to youth for mentorship, recognition, and project grants that

Models of Success:

Create Denver began as a week-long initiative to build leadership and skills sharing among that city's groundswell of graphic designers, architects, fashion designers, and other creative professionals. The sensibility of the programs was as much celebration as programming, but has developed into a robust and sophisticated series of tools that contribute to the meteoric success of Denver's creative sector. <http://artsandvenuesdenver.com/create-denver>

Imagine Austin's Priority Program 5 is an alliance of government agencies across the Texas municipality including the Economic Development, Parks & Recreation, Planning & Zoning, and Library departments. The team encourages support for creative businesses in the city's main focus areas of live music, festivals, theater, film, digital media, and creative art forms and provides programs for affordable transportation, work space, housing, and healthcare targeted at the creative sector. <https://www.austintexas.gov/page/creativeeconomy>



encourage the transformative nature of arts participation.

Allies:

Growing Up Boulder – Boulder Valley School District – Tara School for the Performing Arts – private schools and homeschooling associations – Youth Opportunities Advisory Board – private non-profit and for-profit cultural enrichment providers – University of Colorado – Naropa University – Boulder Chamber of Commerce – Boulder Latino Chamber of Commerce – Department of Community Vitality – Human Services – and others

Models of Success:

The Institute of Contemporary Art/Boston has an active Teen Arts Council where teens create a variety of programs that include film screenings, workshops, opportunities for performance, and more. They work actively with both museum staff and contemporary artists. It is focused on teens 14-18 years of age.

<http://www.icaboston.org/programs/teens/teen-arts-council/>

One of the preeminent collaborative programs, a private/public partnership, focused on arts education is the Boston Public Schools Arts Expansion Initiative in Boston, Massachusetts. It is a multi-year project launched in 2009 that is a collaborative effort by the philanthropic community, the Boston public schools, arts organizations, the mayor's office and higher education institutions. Its focus is on access, equity and quality.

<http://www.bpsarts.org/bps-arts-expansion-initiative/>

New Urban Arts in Providence, Rhode Island, has a stated long-term goal "that young people and artist mentors work together, as collaborators and peers, to develop creative practices which allow them to become more imaginative, and active, community members." New Urban Arts has a myriad of these mentorship programs that encompass the school year, summer programs, workshops, institutes and more. <http://newurbanarts.org/what-we-do/>





STRENGTHEN CULTURE IN OUR NEIGHBORHOODS AND COMMUNITIES

Community Priorities – Focus on the expression of culture and creativity in the public realm through public art, the urban landscape, culture in the neighborhoods, and serendipitous encounters with the arts. And, prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

Goal – Every resident of Boulder finds ways to creatively impact their neighborhood and social community, with an emphasis on underserved groups, and has easy access to cultural experiences in the places that are most important to their everyday lives.

Program Areas:

Creative Neighborhoods in partnership with other city agencies, a series of projects in public art, leadership development, grants, support and recognition will be offered to community groups focused on the neighborhood as a source of profound cultural capital.

Diversity and Inclusion an exploration of the challenges and opportunities that exist for engaging underserved communities in the strategies of the Community Cultural Plan. The objective is to ensure that these programs are beneficial to everyone.

Allies:

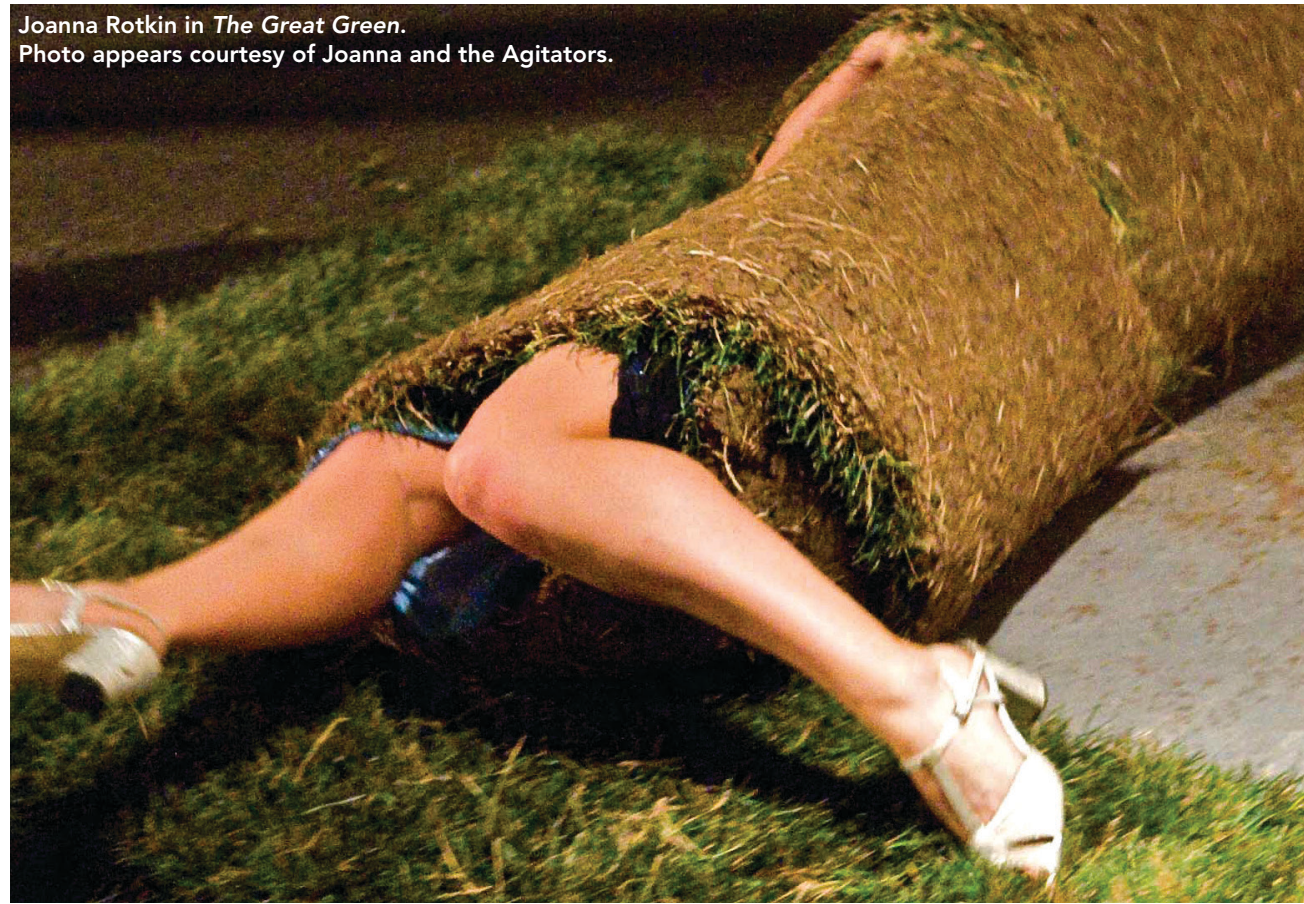
Neighborhood groups and organizations – Intercambio – El Centro de Amistad – Boulder Latino Chamber of Commerce – City of Boulder Department of Human Services – City of Boulder Neighborhood Services Office – City of Boulder Public Library – City of Boulder Parks & Recreation – City of Boulder Open Space & Mountain Parks – and others

Models of Success:

A program of Metro Arts in Nashville, Tennessee, THRIVE is a neighborhood focused “micro-funding” program designed to encourage artistic development and engage community participation in the arts throughout Davidson County. The program equips artists, organizations and businesses with funding and project development tools that empower them to realize their artistic goals, while enriching the quality of life in Nashville neighborhoods. <http://www.nashville.gov/Arts-Commission/THRIVE.aspx>

The Regional Arts Commission of St. Louis (RAC) supports people who are working at the intersection of art and community through training, professional development, workshops, networking opportunities, and other programs. RAC’s commitment to community led to its founding the Community Arts Training (CAT) Institute, the longest-running sustained training program of its kind in the United States. <http://racstl.org/art-community/community-arts-training-cat-institute>

Joanna Rotkin in *The Great Green*. Photo appears courtesy of Joanna and the Agitators.



CIVIC DIALOGUE, AWARENESS, AND PARTICIPATION

Community Priorities – Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity. And, develop Boulder’s creative identity in becoming an innovative world leader in cultural matters and project that identity to the region and the world.

Goal – Every person in Boulder will understand their role in the culture of the community, feel that access to information about culture is readily at hand, and will feel invited into the conversation.

Program Areas:

Promoting the Community Cultural Plan the new programs, grants, and services described in the Community Cultural Plan require strong communication projects so that all stakeholders understand the government’s new role, and how they can participate and benefit.

Facilitate the Civic Dialogue the community’s desire for a sophisticated, city-wide engagement around culture will be facilitated by the Office of Arts + Culture with opportunities for inquiry and exchange in civic gatherings, online, industry meet-ups, in the media, and other forums.

Develop Boulder’s Creative Identity staff will broadcast the accomplishment of Boulder artists, enhance the promotional capacity of organizations, and encourage Boulder’s creative reputation at regional and national forums.

Partner on a Community Cultural Calendar a task force will be assembled to assess the needs and gaps in current events calendars and identify ways the city can further support them to better serve residents and visitors.

Participate in Regional and National Leadership the Office of Arts + Culture will participate in the national conversation about innovation in cultural affairs, the arts, and the creative economy.

Allies:

Boulder County Arts Alliance – Boulder Convention and Visitors Bureau – University of Colorado – Naropa University – City of Boulder Communications – City of Boulder Boards & Commissions – and others.

Models of Success:

The Philly Fun Guide is considered by many to be one of the most effective community-wide arts marketing programs, serving the five-county Philadelphia region. It was redesigned in 2014 and utilizes a highly visual website, coupled with a robust promotional program. The weekly Philly Fun Saver email blast reaches more than 250,000 users and represents an example of highly effective promotional marketing. The site also operates a robust social media effort that amplifies the reach of the event information of the site. www.phillyfunguide.com

Eugene A Go-go is more than an arts calendar, taking advantage of the active cultural community of Eugene, Oregon, to create a complete forum. On the same website, creative leaders, cultural patrons, active residents, and tourists can discover events, sign up for classes, volunteer, or engage in the civic dialog around the importance of the arts. <https://eugeneagogo.com/>



West Water Outlaws at the Fox Theater, Boulder. Image appears courtesy of photographer Kristen Cohen, 2015.

VISION

Together, we will craft Boulder’s social, physical, and cultural environment to include creativity as an essential ingredient for the well being, prosperity, and joy of everyone in the community.



Time Devours All Things by Julie Maren. Image appears courtesy of the artist, 2015.

VISION ELEMENTS

To understand how the Vision can best be translated into a set of municipal government strategies, the following Vision Elements were developed to articulate how we might categorize the work that must be done over the next nine years:

Cultural Vitality Together, we will achieve a highly diverse and innovative mix of cultural, economic and social activity that improves the life of every resident, worker, student, and visitor to Boulder. The offerings will be considered among the best that can be found anywhere.

Creative Identity Together, we will cultivate the conditions where every person who visits Boulder counts our inspiring culture at the top of their list of grand expectations and memories. Meanwhile, residents will be proud of the sophisticated community conversation about our culture.

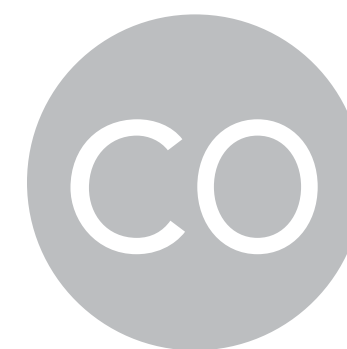
Vibrant Environment Together, we will nurture the form of the city to include thoughtfully designed public spaces, a mix of events and destinations, and encounters with art. Boulder will be filled with places that inspire the residents and support their conviction that ours is an open, creative city.

APPRECIATIONS

The completion of the Community Cultural Plan is primarily due to the investment of people in the community who took time to assist in the process and consult on the content of the document. Our gratitude goes out to: the research consultants, Cultural Planning Group; staff of the Office of Arts + Culture; members of the boards and commissions, especially the Boulder Arts Commission members; City Council; our steering committee members and volunteers; participants in our interviews, focus groups, and Cultural Summits; and the thousands of residents who participated in public engagement opportunities.

STRATEGIES

The City of Boulder will use these eight strategies to support the community in achieving the Vision.



Support our Cultural Organizations



Create and Enhance Venues



Reinvent our Public Art Program



Enhance the Vitality of the Creative Economy



Strengthen Culture in our Neighborhoods and Communities



Civic Dialogue, Awareness, and Participation



Support Artists and Creative Professionals



Engage our Youth

CO SUPPORT OUR CULTURAL ORGANIZATIONS

Community Priorities – Support the resiliency and sustainability of cultural organizations to enhance their ability to benefit the community. And, amplify the vibrancy of Boulder’s cultural destinations: the lively mix of museums, performance venues, events, districts, studios, maker spaces, and other facilities that make Boulder an enticing place to visit, live, play, and work. Fill in the gaps and address issues of access and affordability.

Goal – Have a substantial and positive effect on the ability of Boulder’s many cultural organizations to advance their operational capacity, promote organizational resiliency, and encourage innovation for the benefit of the community.

Program Areas:

Cultural Grants a structured program of cultural granting opportunities focused on the organizational sustainability and capacity building among Boulder’s marketplace of cultural organizations.

Sponsorships / Partnerships a set of funds dedicated to supporting events and programs which can accelerate the Vision and Strategies of the Community Cultural Plan, yet are best executed in partnership with private organizations.

Leadership Development and Convening events, access tools, and partnerships on direct programming to support the staff and leadership of Boulder’s cultural organizations in building capacity and good practices.

Allies:

Boulder County Arts Alliance – Boulder Convention and Visitors Bureau – Awesome Boulder – Community Foundation of Boulder – Scientific and Cultural Facilities District (SCFD) – Boulder Chamber of Commerce – the Latino Chamber of Commerce – University of Colorado – Naropa University – Boulder County Arts Leadership Forum – Create Boulder – Boulder Library Foundation – The PLAY Foundation – Social Venture Partners – City of Boulder Department of Human Services – and others.

Models of Success:

The Arts Council of Fayetteville, North Carolina, is a private non-profit that effectively serves as the arts and culture program for the City of Fayetteville, North Carolina. The organization receives a dedicated source of revenue from the



Performance of Appalachian Spring by Frequent Flyers Aerial Dance with Boulder Philharmonic. Image appears courtesy of Frequent Flyers Productions, 2015.

transient occupancy tax in Cumberland County. These funds efficiently and effectively support an annual grant program for institutional support, projects, arts education and individual artists’ projects. In 2014, grants totaled \$597,610. <http://www.theartsCouncil.com/grants/>

The Bonfils Stanton Foundation is a private organization based in Denver, Colorado which recently announced that its sole focus is supporting arts and culture. Of particular interest for the aspirations of Boulder is the structure of their grant making that includes general operating support, project grants, and most notably a robust innovation/risk capital fund. www.bonfils-stantonfoundation.org.

VN CREATE AND ENHANCE VENUES

Community Priority – Amplify the vibrancy of Boulder’s cultural destinations: the museums, performance venues, events, districts, studios, maker spaces, and other facilities. Work to fill in the gaps and address issues of access and affordability.

Goal – Improve the resiliency of visual and performing arts organizations, and the experience of their audiences, which are currently challenged by gaps in studio, rehearsal, performance, and exhibition space. Mitigate the barriers to innovation and sustainability that are encountered due to these challenges.

Program Areas:

Municipal Venues for the Arts when the municipal government decides to remodel or design new public buildings, a consideration of the cultural use will be part of the conversation.

Advocate among Private Venues the Office of Arts + Culture will play a leadership role in convening the managers and owners of private venues to discuss common issues and respond to community needs.

Rental Assistance Grants through the cultural grants program, direct assistance will be provided to individual artists and cultural organizations to mitigate issues of affordability and availability of studio, exhibition, and performance venues.



Macky Auditorium at the University of Colorado/Boulder. Image appears courtesy of CU Presents, 2015.

PA REINVENT OUR PUBLIC ART PROGRAM

Community Priority – Focus on the expression of culture and creativity in the public realm through public art, the urban landscape, culture in the neighborhoods, and serendipitous encounters with the arts.

Goal – Many individuals, businesses, organizations, and developers will be encouraged to invest in improvements to public spaces through the addition of meaningful, innovative, and quality works of art. The municipal investment in public art will be a model, using a system of publicly transparent, sustainable, and innovative practices to commission artworks of enduring cultural value.

Program Areas:

Public Art Commissioning a fully managed program to commission many permanent and temporary works of public art. The program will govern public spending on art in public places across all city agencies and be considered strategically through a series of Public Art Implementation Plans.

Maintenance and Conservation asset management systems to maintain the permanent collection of public artworks as an enduring legacy for future generations.

Interpretation, Communications, and Legacy Initiatives a set of tools for staff to promote the public art collection as an important part of daily life in Boulder including tours, signs, online programs, and continuing relationships with artists.

Mural Program / Facilitation of Urban Art and Design partnerships and collaboration with private individuals, businesses, organizations, and state or Federal government agencies who wish to install art in public places.

Allies:

Boulder County – The State of Colorado – Regional Transportation District (RTD) – Federal Government Public Art Program – EcoArts Connections – Open Arts & Art – City of Boulder Public Works-Transportation – City of Boulder Community Vitality – City of Boulder Parks & Recreation – City of Boulder Planning, Housing & Sustainability – City of Boulder Facilities & Asset Management – Civic Area team – and others

CE ENHANCE THE VITALITY OF THE CREATIVE ECONOMY

Community Priorities – Create a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them. And, prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

Goal – Enhance Boulder’s leading position as a home to creative professionals and businesses.

Program Areas:

Partner with City Agencies for the Creative Sector by collaborating with the Office of Economic Vitality and other city agencies, existing economic incentive and support programs will be deployed to the creative sector while new initiatives are developed.

Creative Districts the creative district in North Boulder will be a priority while staff also supports the city’s other districts to innovate and succeed in cultural programming and place-making.

Creative Economy Research and Convening to best support the community, the Office of Arts + Culture will become a resource for data, dialog, convening, and leadership around the success of the creative economy.



Actors Michael Morgan, Lindsey Pierce and John Hauser from The Few. Image appears courtesy of Boulder Ensemble Theatre Company (BETC). Photo by Michael Ensminger.



Untitled by Rosane Volchon O'Connor at BMoCA. Image appears courtesy of the artist, 2015.

Models of Success:

The City of Denver has developed a sophisticated set of policies and procedures to complement the enforcement of their public art ordinance. This stewardship has been carefully utilized over several decades of activity, and has translated not only into a quality collection of public art, but also has led to community engagement. The people of Denver love their public art, and respect the process through which it is acquired. <http://artsandvenuesdenver.com/public-art>

Allies:

NoBo Art District Organization – North Boulder community stakeholders – Boulder Chamber of Commerce – Boulder Latino Chamber of Commerce – Boulder Economic Council – University of Colorado – Boulder Valley School District – Growing Up Boulder – City of Boulder Department of Community Vitality – City of Boulder Planning, Housing & Sustainability – City of Boulder Neighborhood Services – and others

Models of Success:

The Crossroads Arts District in Kansas City, Missouri, grew organically from a handful of artist studios and galleries into a cultural destination for the creative arts, tech innovation, entrepreneurial ventures, event and office space, and local dining. It began in 1985 in formerly abandoned warehouses and historic buildings on Kansas City’s famous Film Row and was in an area considered part of “Midtown.” When galleries arrived in the 1980s, the name Crossroads Arts District had already taken hold and became formalized with a new neighborhood association in 2001. www.kccrossroads.org

In 2013, the Inter-American Development Bank released a study and resource that looks internationally at ideas, approaches and tools. The premise of the workbook is that “if the Orange Economy were a country, it would be the world’s fourth largest economy, it would rank ninth in exports of goods and services and it would represent the world’s fourth largest work force.” <https://publications.iadb.org/handle/11319/3659?locale-attribute=en>.