



MEMORANDUM

TO: Members of the Planning Board

FROM: David Farnan, Library and Arts Director
Matthew Chasansky, Office of Arts and Culture Manager
Jean Gatzka, Community Sustainability Coordinator

DATE: June 4, 2015

SUBJECT: Preliminary Review of the Draft Community Cultural Plan

The purpose of this item is to garner the Planning Board's input on the draft Community Cultural Plan. The draft plan has implications for capital funding, major public capital projects, Civic Area and potentially other future area plans, and anticipates revisions to policies on arts and culture in the Boulder Valley Comprehensive Plan in the major update process.

For master plans and strategic plans, the Planning Board usually provides a recommendation to City Council to insure consistency with the goals and policies and growth projections of the comprehensive plan and to insure that each plan describes and assesses capital needs and a funding plan for them.

Master plans provide a bridge between the Boulder Valley Comprehensive Plan (BVCP), service delivery, future capital needs, and the Capital Improvements Program (CIP). The Planning Board's role in reviewing master plans is to look for consistency with BVCP goals and policies before the plans are accepted by City Council. Because of its role in reviewing the Capital Improvements Program (CIP), the Planning Board also reviews master plans to ensure that capital improvements needs and funding strategies have been identified to meet adopted service standards. While the purpose of this item is not a formal recommendation but input for the draft plan, the questions that are the focus of the Planning Board's review are:

1. Is the master plan consistent with the goals, policies, and growth projections of the BVCP?
2. Does the master plan outline the BVCP service standards and a plan to meet them in the future?
3. Does the plan describe and assess capital needs and a funding plan for them?

Consistency with the goals, policies and growth projections of the BVCP

The current BVCP policies on art are below. It is anticipated that the Community Cultural Plan will inform changes to the BVCP as the update process progresses.

8.17 Performing and Visual Arts

The city, recognizing the need to enhance the personal development of the public and to build a sense of community by providing for cultural needs, will encourage the provision of facilities for the performing and visual arts and the provision of art in public buildings and spaces.

8.18 The Arts

The city and county recognize and support the arts. They are central to the cultural life for children, youth and adults of the Boulder community and a clean industry that contributes significantly to the Boulder economy. They present significant quality of life advantages to the Boulder community through education, entertainment and the aesthetic environment and provide a vehicle to bring together people of all walks of life and diverse ages, genders, religions, abilities, opinions, races, ethnicities, classes, and economic means for better communication and mutual understanding.

8.19 Public Art

The city and county will incorporate artistic elements in public projects whenever possible.

8.20 Canyon Boulevard Cultural Corridor

The city will encourage public and private projects within the Canyon Boulevard Cultural Corridor to have an arts focus and to incorporate public art.

Capital Funding Planning

As the discussion about sustainable funding sources for public art progresses, the Planning Board may receive additional information in regard to the Capital Improvements Program (CIP) and public art associated with capital projects.

Below and attached is information provided to City Council for their study session on May 26, 2015. Staff will provide a brief presentation on this information during the June 4 meeting, and will be welcoming the board's questions and suggestions.

I. PURPOSE

The purpose of the May 26, 2015 study session is to update City Council on the preliminary draft of the Community Cultural Plan and obtain Council feedback. The preliminary plan is presented in outline form as Appendix A.

II. SUMMARY

The Community Cultural Plan (CCP) is intended to respond to a City Council priority to define strategies for arts and culture and the creative sector in our community. This preliminary draft documents the community's vision related to the arts, culture, and creative vitality. It outlines how the city can provide tools to assist the community in achieving that vision.

The CCP is aspirational. It reflects the highest expectations of the community. The public vetting of these aspirations and securing sustainable funding for the future are important steps that will be undertaken in the execution of the plan over the next nine years.

III. BACKGROUND

The Community Cultural Plan will be presented to Council for approval later this fall. The final plan will be the result of over 20 months of cultural assessment, research, and community engagement. It is meant to help define the city's role in the development of arts and culture in Boulder over the next nine years. As the plan is implemented city staff will seek ongoing input from Council on how to build supportive policies, secure sustainable funding, and considerations of future capital investment.

A clear consensus exists in the broader community and among civic leadership to elevate culture as a priority. It has been ten years since the last plan was completed and it no longer reflects current community needs. This past fall, Boulder voters overwhelmingly approved the 2A ballot initiative. This initiative funds up to \$8M in capital project support to The Dairy and the Museum of Boulder, and \$600K in funding for public art.

This is a great first step to building a sustainable arts and culture program for the city. The success of 2A raised the community's expectations for what culture and the creative economy can mean for Boulder. For at least the past two decades, the community has grappled with the question: "where do arts and culture fit within the community's priorities?" The international perception of our city has been shaped by our natural beauty, advanced scientific research, and technology industries. Progressive policy development on environmental stewardship and social equity has further defined Boulder as one of the top rated cities to live and work in the country. The City of Boulder continues to explore new avenues for enhancing the livability of our community. Recent investments and ongoing discussions regarding multi-modal transportation, affordable housing, and walkable neighborhoods are an extension of the community's commitment to making Boulder a socially responsible and attractive community. Arts and creative vitality are ascending among these community priorities.

Boulder is already home to a broad and diverse community of arts and culture and has a vibrant creative economy. Research conducted during this plan indicates that Boulder has cultural assets and a creative workforce that are in the highest echelons of benchmark cities. Boulder has more than 130 registered nonprofit cultural organizations. The top 52 of these nonprofits had a combined 2014 budget of roughly \$28M. Creative professionals who live and work in Boulder make up nearly 9% of the population. This exceeds benchmark cities, and easily outpaces neighboring cities as a percentage of our overall population by a margin

of nearly 3 to 1. Cultural opportunities in the form of music, dramatic performance and visual arts are prevalent year round.

Boulder leads other cities in its investment in open space, human services and housing. A city's priorities for funding take shape over time. The strong interest from the community, supported by the success of 2A and data in the CCP indicates that the ascending priority of culture should be examined. It is worth noting that the arts and cultural community has a long history in Boulder. Many institutions and artists have found a strong foothold in the community through earned income and/or philanthropic means without relying on direct support from city funding.

Arts and culture are among a community's most powerful assets. They contribute to a unique sense of identity and speak volumes about the commitment to quality of life, diversity of expression, and inclusivity. The "Smart Cities" movement illustrates that arts and culture are a competitive tool, strengthening civic life, economic and workforce development, education, youth engagement, neighborhood vitality, sustainability, and cultural equity. In addition, the Knight Soul of the Community Study found Boulder to be advanced in nearly all of the ten measures of community attachment, five of which are related to culture. An increasing body of research documents how thoughtful cultural policy is essential to civic health. Cultural planning is a primary tool for organizing the best use of this critical asset. The CCP fundamentally views cultural planning as holding up a mirror to the Boulder community and reflecting our diverse needs and aspirations.

In conjunction with the data gathering and community engagement process, the continued development of the Civic Area Plan and the successful 2A ballot measure have been instrumental in the evolution of the community's thoughts about how the Community Cultural Plan will take shape. Staff continues to make every effort to work in collaboration with the Civic Area planning team and with cultural partners as substantive plans take shape for public art and investment in cultural facility development. The community's energy around the Civic Area Plan and 2A has raised expectations for the potential of the CCP to deliver high quality arts and cultural services in Boulder.

At the June 10, 2014 Council Meeting, staff outlined the scope of the Community Cultural Plan that would address three key questions:

- What are the community's goals for arts, culture and the creative sector?
- What strategies [programs and tools] will the city provide to support the community in achieving these goals?
- What capacities and resources are required to fully implement these strategies?

Staff also outlined some basic values for the process: Transparency, Inclusion, Openness, Collaboration, and Sustainability. The priorities were to focus the plan on public art, the creative sector of the economy, secure and sustainable funding for cultural amenities, advancing cultural tourism, and building upon the vibrancy of everyday experiences for all Boulder residents and visitors. In the course of a four month community engagement process, the CCP team surveyed approximately 2,000 residents and visitors. In that process,

the city received nearly 1,000 unique comments and ideas from participants about their vision for arts and culture in Boulder.

The community's priorities are clear. Staff is still in the process of articulating a vision statement that brings the community's aspirations into focus. Staff has proposed core strategies meant to address the community priorities. These are outlined in the Preliminary Draft Plan included as an attachment to this memo. This study session is the next step toward presentation of a final plan this fall and outlines a series of strategies that redefine Boulder's relation to arts and culture and enable us to continue the dialogue about how to enhance the creative lives and experiences of all of our residents. The CCP's community engagement process has discovered a strong interest in the community's desire to lift art and culture to a new priority level.

IV. OVERVIEW OF PRELIMINARY DRAFT PLAN

The CCP proposes eight strategies to support the community in achieving its vision.

1) Support for Cultural Organizations and 2) Reinventing our Public Art Program are cornerstone strategies for the CCP. These strategies have the most significant long term budget implications and have the most potential to result in major lasting positive impacts. Thanks in part to the passage of 2A and a proposal to reframe the Office of Arts and Culture Grant Program, work can begin on each in 2016. With secure funding, defined parameters, and careful execution these strategies can have a broad and lasting impact on the structure of arts and culture in Boulder for years to come.

Key near-term priorities for the CCP include 3) Creating and Enhancing Spaces and Facilities, 4) Enhancing the Vitality of the Creative Economy, 5) Emphasizing Culture in Neighborhoods and Communities, and 6) Support for Individual Artists and Creative Professionals.

Creating and Enhancing Spaces and Facilities - The Civic Area will be a particular focus for this strategy. Venues and performance space were a significant factor in the Civic Area Vision Plan. Staff has begun conducting a feasibility analysis of the north library site, but a full plan for capital investment is a few years away. This plan will be conducted in conjunction with Planning and Sustainability, Parks and Recreation and the Civic Area Planning Team.

Enhancing the Vitality of the Creative Economy - Bolstering the creative and cultural economy may be reflected in several tactics: workforce initiatives, convening the discussion of best practices and innovation, and an arts district in North Boulder. Partnering with city agencies to establish and support a creative district and following the lead of neighborhood groups will raise awareness and enhance the city as an attractive home for creative professionals.

Emphasizing Culture in Neighborhoods and Communities - A new program designed to celebrate neighborhood arts, culture, and heritage programming are components of the plan that can activate and engage our diverse community and promote civic dialogue about the value of culture to our community at a local level.

Support for Individual Artists and Creative Professionals - Building a support mechanism for creative professionals was one of the top priorities that emerged in the community engagement process. The issue of recognition of artists and creative professionals is clearly an area where the city can have an immediate impact. But the larger issue of how affordability may threaten our position in the regional and national market for attracting artists and creative professionals to live and work in Boulder will require public and private groups examining opportunities and coming up with creative solutions.

Finally, 7) Advancing Civic Dialogue, Awareness and Participation and 8) Engaging our Youth are future priorities. Both strategies are pivotal to communicating and sustaining the plan over the next nine years. Facilitating the community conversation, projecting Boulder's unique cultural identity, supporting arts education, and convening youth leadership will allow a fresh voice and a viable plan over the course of the nine-year time horizon.

V. QUESTIONS FOR COUNCIL

- a. Does Council have any questions on the public feedback or recommended strategies proposed for meeting the community's goals for arts and culture?
- b. Does Council have feedback regarding the proposed next steps?

VI. KEY FOCUS AREAS OF THE DRAFT COMMUNITY CULTURAL PLAN: VISIONING PROCESS

The most critical component of the Community Cultural Plan is the visioning process. This will articulate the goals of the community with regards to culture and will guide the city.

The first step to set a vision was in establishing a set of "Community Priorities". During The Culture Kitchen, staff was able to collect data and stories that emphasize a few key indicators. These indicators were studied alongside the research projects and dialogue with stakeholders.

The second step in articulating a community vision is to establish the foundation of Boulder's assets: a set of Vision Elements. These can be understood as a community profile: those things that make Boulder's culture unique.

Articulating a Vision Declaration is the third step. This statement assembles the Community Priorities and Vision Elements into a proclamation: how will cultural life change in nine years? What work will we, together, do to accomplish the vision?

In the attachment, sections D and E give specific proposed language for the Community Priorities, Vision Elements, and Vision Declaration. This core element of the CCP, supported by community input and research, indicates the ascendant priority of culture in Boulder.

VII. NEXT STEPS

Staff will incorporate City Council's feedback from the May 26 study session and revise the preliminary draft of the Community Cultural Plan accordingly. The updated plan will be reviewed by the Boulder Arts Commission as a public hearing June 17, 2015. The Community Cultural Plan will be presented to City Council later this year as a public hearing item for review and consideration for approval. Staff continues to work with the Civic Area Planning team to refine and examine plans for expanded performance and visual arts space in the Civic Area. Staff anticipates presenting this information to Council by July 2015. Staff continues to evaluate funding mechanisms and revenue sources for a 1 % for art program in anticipation of bringing forward a long term sustainable funding model by 2017 when 2A funding for public art expires. Staff will continue to evaluate public art policies in anticipation of bringing forward a permanent public art policy by January of 2016.

VIII. ATTACHMENT & APPENDICES

[Attachment A: Preliminary Draft of the Community Cultural Plan](#)

Appendices:

1. [Community Cultural Plan Process Timeline and Roles & Responsibilities Chart](#)
2. [Preliminary Creative Vitality Index Findings](#)
3. [Selections from the Community Cultural Plan Benchmark Study](#)
4. [Summary of Findings from the Community Cultural Plan Inquiry](#)
5. [Comparison: Public Art Programs in Colorado](#)
6. [Review of Performing Arts Center Study](#)

Community Cultural Plan

City of Boulder Library & Arts Department

Draft: May 26, 2015

DRAFT

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A. Introduction

(To be addressed in the final draft.)

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B. Background

(To be addressed in the final draft.)

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C. Planning Process

(To be addressed in the final draft.)

DRAFT

D. Community Feedback

(Staff continues to work on the Community Feedback section.)

The planning process for the CCP relied heavily on an investigation of community sentiment to establish the vision. If this community vision is to be successful, the responsibility of executing the CCP falls to all of Boulder. This is not merely a municipal government work plan. Rather, we all have a role to play: public and private, non-profit and for-profit, in education, in personal and professional life.

By emphasizing the public inquiry components of the process, staff was able to collect data and stories that emphasize a few key indicators. These “Community Priorities” are summaries of common responses in the surveys which answer the question “What is your vision for Boulder’s culture and creative economy over the next nine years?”. The statements are derived directly from the comments of a few individuals, but represent broader trends that appear in the data combined with dialog directly with key stakeholders and results from the research projects. Thus, the Community Priorities are the first step in articulating the community’s vision:

Community Priorities:

- Support the resiliency of cultural organizations to enhance their ability to benefit the community.
- Build a city that is 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.
- Project Boulder’s identity as an innovative world leader in cultural matters 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 museums, performance venues, events, districts, studios, maker spaces, and other facilities. Work to fill in the gaps and address issues of access and affordability.

E. Vision

(Staff continues to work on a draft vision statement utilizing community feedback noted below as vision elements and a vision declaration.)

E.1 VISION ELEMENTS

The second step in articulating a community vision is to establish what elements are most important. These can be understood as a community profile: those things that make Boulder's culture unique.

It is in Boulder's nature to lead. Our community appreciates that the world's most creative innovators call this place home. Our community takes seriously leadership in arts, culture, science, technology, outdoor life, environmental sustainability, and social justice.

It is in Boulder's nature to build thoughtful and engaging public spaces. Our community demands the urban environment, those places in which we live, work, and play, be full of vibrant and diverse encounters with public art, architecture, natural & built landscapes, destinations, festivals, events, and unexpected encounters with culture.

It is in Boulder's nature to engage in creative expression. Ours is a community of active participants, hobbyists, students, and teachers in all forms of artistic expression, especially: photography, writing & reading, music, gardening & cooking, dance, crafting, video & animation, painting & sculpting, and the contemplative arts.

It is in Boulder's nature to support our talented workforce, creative businesses, and cultural destinations. Ours is a community of museum-goers, audience members, and cultural tourists. Ours is a community of volunteers, philanthropists, consumers, and thought-leaders. We are professionals in photography, creative & technical writing, the music industry, education, graphic design, landscape & architecture, advertising, animation & digital media, fine arts, craft industries, performing arts, film & video, and industrial design.

E.2 VISION DECLARATION

The final step in articulating a community vision is to assemble the Community Priorities and Vision Elements into a Vision Declaration: how will cultural life change in nine years? What work will we, together, do to accomplish the vision?

Every person that calls Boulder home will find that they value culture in their life. Every person who visits Boulder will experience culture as integral to their visit. Every person who does creative work will find Boulder to be a vibrant place to succeed in their endeavors. All the decisions we make together about the future of Boulder will include a consideration of culture.

Together, we will improve Boulder in three ways:

Together, we will achieve a high level of Creative Vitality. A diverse mix of cultural, economic and social activity affects the life of every person who works, plays, or lives in Boulder.

Together, we will nurture the Cultural Identity of Boulder. Every person who visits Boulder counts culture at the top of their list of grand expectations and memories.

Together, we will cultivate a Vibrant Environment. Thoughtfully applied creativity positively affects the public spaces, mix of destinations, and encounters with culture.

I. Strategies

The eight strategies identified below establish the framework the city will utilize to support the community in achieving the vision.

1. Support for Cultural Organizations
2. Reinvent our Public Art Program
3. Create and Enhance Spaces and Facilities
4. Enhance the Vitality of the Creative Economy
5. Emphasize Culture in Neighborhoods and Communities
6. Support for Individual Artists and Creative Professionals
7. Advance Civic Dialogue, Awareness, and Participation
8. Engage our Youth

These eight strategies are tools the city government will provide to support the community in achieving the vision. Each addresses several Community Priorities, though in most cases a single Priority is the primary driver around which the Strategy is designed. And, each of these strategies has thoughtful tactics that address all three components of the Vision Declaration: Creative Vitality, Cultural Identity, and a Vibrant Environment.

I.1 Strategy One: Support for Cultural Organizations

I.1.1 Program Areas:

- A. Support for Cultural Organizations
- B. Sponsorships / Partnerships
- C. Leadership Development and Convening

I.1.2 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.

I.1.3 Community Priority:

- Support the resiliency of cultural organizations to enhance their ability to benefit the community.

I.1.4 Challenge:

Institutional Support - This plan recommends increased funding for cultural organizations and institutions that are not necessarily owned by the city; yet have the potential to significantly contribute to the community vision. A metric for identifying which institutions would qualify for support has not yet been developed. Several nonprofit institutions already receive some level of city funding in the form of annual support. That level of funding is typically less than 1/50th of the operating costs of these institutions. It is easy to assume that many of Boulder's long time 'legacy' institutions that provide a community benefit, bring tourist to town, and provide an economic benefit would receive an increased level of support if they continue to meet the goals of the Community Cultural Plan. Institutional support will allow these legacy institutions and some emerging and innovative nonprofits increased stability and allow them to advance operational capacity and encourage innovation.

For the past twenty years, the Office of Arts and Culture has been a grantor organization that funds programming, with a grant making capacity in 2015 of \$225,000. The primary recipients of the city's arts and culture grants have been individual artists or groups who need funds to create or perform a program. While some projects have succeeded beyond expectations, the overall grants program has had limited success in altering the sustainability of the cultural landscape of Boulder. Consideration may need to be given to altering the grants program away from primarily funding individual projects and toward institutional support for organizations. This shift would definitely impact some individual artists and nonprofit groups who are used to seeing the Office of Arts and Culture as a funding source for programming.

I.1.5 Priority Recommendations:

- Funding - Establish a focused, sustainable, and adequate revenue source that increases the Office of Arts and Culture's annual grant and institutional support funds from its current level of \$250K per year to \$1.2M per year by 2023.
- Grants Process - Reorganize the structure and processes of the grants program in a strategic manner in which the grants respond to the vision for the Community Cultural Plan and the goal of this strategy. This strategy should take into account the needs of long-standing institutions while continuing to invest in new ideas and emerging organizations. Structure the grant-making strategy over the nine years of this plan to specifically recognize the unique characteristics and needs of:
 - Large Institutions
 - Mid and Smaller Organizations at various stages of their life cycle, including new and emerging organizations
 - Investments in innovation, entrepreneurship and artistic risk
 - Building leadership capacity for more effective management

I.1.6 Partners: (To be addressed in the final draft.)

I.1.7 Operational Framework: (To be addressed in the final draft.)

I.1.8 Action Items: (To be addressed in the final draft.)

I.2 Strategy Two: Reinvent our Public Art Program

I.2.1 Program Areas:

- A. Public Art Commissioning
- B. Maintenance and Conservation Program

I.2.3 Goal:

Build on the success of the public art investments made by the City of Boulder Transportation, Parking, and Parks & Recreation Departments to establish a publicly transparent, sustainable, and innovative public art program.

I.2.4 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.

I.2.5 Challenges:

Sustainable Funding - There is a strong level of community support for increased funding to support arts and culture, including public art. Neighboring cities, such as Denver, Loveland and Fort Collins have had success integrating art into all aspects of the public realm. On a national level, cities such as Seattle, Chicago and Kansas City have passed bold measures to ensure that funding for public art is a priority and a securely committed for the future. At this time, city staff continues to investigate funding for public art programs throughout the State of Colorado. (Please see appendix six.) Funding available for public art as a result of the passage of 2A will generate approximately \$600K through 2017. This works out to an average annual contribution nearly equal to 1% of CIP based upon the 5-year average of actual capital expenditures. Other possible financial increments are noted in the chart, below.

Percentage for Art	Dollar Amount
1.00%	\$ 299,906
0.75%	\$ 224,930
0.50%	\$ 149,953
0.25%	\$ 74,977

Long term sustainable funding beyond 2017 will require further investigation. It is a recommendation of this plan to seek a commitment of general fund support for 2018 based upon an average of 1% of CIP expenditures. It is also staff's recommendation to research other sources of revenue including impact fees, accommodations tax, and private funding generated by development to supplement or enhance general fund support for public art. Many cities have utilized city/public funding to encourage more aggressive philanthropic campaigns, and it is staff's expectation that the CCP will proceed in this manner. City staff

recommends ongoing evaluation of revenue options through the course of this plan to ensure a vibrant public art program.

Unified Approach - The City of Boulder has invested money in public art over the past decade. The dollar amount expended shifts from year to year depending upon city projects. A review of the past five years of public art expenditures in Transportation, Parks and Recreation, and Downtown & University Hill shows that the city has expended on average approximately \$128K per year on public art. This funding does not have a consistent revenue source, but the departments listed above have consistently and aggressively pursued funds to add art to significant capital improvement projects. These public art projects are mostly 'ad-hoc' and project specific. A public art policy will recommend taking an integrated approach to folding these programs into a seamless, public process with community selection committees to solicit and review artist's submissions and approval from the Arts Commission and the Office of the City Manager. It is vital that the public process not serve as a disincentive to city departments seeking additional funding within Capital Improvement Project budgets for arts. On the contrary, it is staff's expectation that sustainable and secure funding for public art could be used to supplement funding for these project-specific programs.

Capacity - (To be addressed in the final draft.)

I.2.5 Priority Recommendations:

- Best Practices and Innovation - Utilize the most advanced approaches to public art. - In thinking of the full life cycle of a project, consider the most profound processes and don't be afraid to take risks. Be nimble in the selection process. Consider maximizing access to the public process through careful communications and technology. Explore new ways of doing public art including temporary commissions, innovative media, new approaches to site, and the most sophisticated approaches that artists are deploying.
- Sustainable Funding - Structure funding to be sustainable over many years. Public art needs to be considered in terms of decades: well after the time horizon of this plan. This funding should not only be secure, but also flexible and at an adequate level to maintain a desirable level of new commissions on a regular basis.
- Staffing - (To be addressed in the final draft.)

I.2.6 Partners: (To be addressed in the final draft.)

I.2.6 Operational Framework: (To be addressed in the final draft.)

I.2.7 Action Items: (To be addressed in the final draft.)

I.3 Strategy Three: Create and Enhance Spaces and Facilities

I.3.1 Program Areas:

- A. Municipal Venues for the Arts
- B. Rental Assistance Grants

I.3.2 Goal:

Improve the conditions of visual and performing arts organizations, and their audiences, that are currently challenged by gaps in venues. Mitigate the barriers to innovation and sustainability that are encountered due to affordability of space.

I.3.3 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.

I.3.4 Challenges:

Civic Area Venue - The Civic Area planning process has included the community’s vision for a small to medium sized performing arts facility and community space. In the 2013 Civic Area Vision Plan consideration was given to building a performing arts facility on the east or west end of the park. At a study session in March 2015, City Council directed staff to fully investigate the feasibility of renovating and/or redeveloping the north library building site on the western part of the park to accommodate a performing arts venue. Staff anticipates presenting the results of the analysis in July 2015.

In concert with the Civic Area plan, an independent nonprofit, the Boulder Center for Performing Arts (BCPA) contracted with performing arts consultant Duncan Webb to conduct a community needs assessment for performance venues in Boulder. Duncan Webb’s study was completed in 2014 and makes a strong recommendation that Boulder can support a medium sized performing arts center. BCPA continues to refine a complete business plan for operation of the facility. Their stated intent has been to form a partnership with the city for land prior to executing a capital fundraising campaign.

As part of the Civic Area planning process, the city contracted with the Cultural Planning Group (CPG) to conduct an independent analysis of the BCPA study in February 2015. This analysis confirmed many of the findings of the Duncan Webb study. CPG agrees with the BCPA study that a performance space that accommodates at least 500 seats is optimal and is needed in Boulder. The BCPA plan projects that additional ‘black box’ space is required in the facility to meet their program. While CPG agrees that building conjoined space is a ‘nice to have,’ it does not contend that such space is essential. In addition, a black-box-style space is included in the plans for the renovation of The Dairy Center for the Arts.

Conversations between city staff and the BCPA board are ongoing. Over the past month the conversation has focused on how the city and BCPA can partner on plans for a performing arts center if it were to be located on the site of the current North Library building. At its latest meeting, the BCPA board indicated it would only be willing to partner with the city on the project if plans included a minimum of 500 seats, and a robust plan for parking on the site was executed in conjunction with build out of the performance space.

The Civic Area Vision Plan also recommended the continued exploration of a blend of indoor and outdoor “arts facilities” as an integral and important component of the Civic Area. Of note; housing the Boulder Museum of Contemporary Art [BMOCA] in a new facility such as the Municipal Building or in an expanded facility at its existing location remains a part of the planning process and would respond to the community’s interest in expanded arts and cultural venues within the city.

Fill In the Gaps - Community feedback also notes the need for rehearsal and flexible space. Staff should fully investigate the feasibility of incorporating rehearsal and small performance spaces into the city’s current facility assessment. The recreation centers are an example of city facilities that are easily accessible, well staffed, and have adequate parking. These facilities may have space that could be evaluated to see if it could meet some of the community’s rehearsal and performance space needs. Executing a plan to incorporate rehearsal and performance space within the city’s current facility inventory could likely be done at a fraction of the cost of new construction downtown. Staff will collaborate with Facilities and Asset Management and Parks and Recreation on this issue.

I.3.5 Priority Recommendations:

- Convene a community working group to assess performing and visual arts venues within the Civic Area.
- Pursue existing and potential new opportunities within existing city facilities to include cultural venues.

I.3.6 Partners: (To be addressed in the final draft.)

I.3.7 Operational Framework: (To be addressed in the final draft.)

I.3.8 Action Items: (To be addressed in the final draft.)

I.4 Strategy Four: Enhance the Vitality of the Creative Economy

I.4.1 Program Areas:

- A. Partner with City Agencies for the Creative Sector
- B. Creative Districts
- C. Creative Sector Programs and Research

I.4.2 Goal:

Enhance Boulder's leading position as a home to creative professionals.

I.4.3 Community Priority:

- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

I.4.4 Priority Recommendations:

- Creative District in North Boulder – Support the grass-roots effort that has successfully assembled the energy of neighbors, businesses, artists, and organizations in North Boulder around the creative district. Work with the NoBo Arts District organization on the success of artists: the cornerstone of the creative district's future.
- Creative Economy - Investigate an incentives program specifically designed for creative businesses and entrepreneurs to retain or attract jobs and businesses. Investigate the regulatory environment to find efficiencies that will assist the creative sector

I.4.5 Partners: (To be addressed in the final draft.)

I.4.6 Operational Framework: (To be addressed in the final draft.)

I.4.7 Action Items: (To be addressed in the final draft.)

I.5 Strategy Five: Strengthen Culture in our Neighborhoods and Communities

I.5.1 Program Areas:

- A. Creative Neighborhoods
- B. Diversity and Inclusion

I.5.2 Goal:

Every resident of Boulder finds ways to creatively impact their neighborhoods and social communities, and has easy access to impactful cultural experiences in the places that are most emotionally important to their everyday lives.

I.5.3 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.
- 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.

I.5.4 Challenge:

Diversity - The efforts to reach out to diverse communities in the Community Cultural Plan process were purposeful and profound. The people who participated in the process provided valuable insight. However, in order to authentically represent the needs of all communities in Boulder, the most important thing staff learned was just how much more is to be accomplished. It is recommended that the Office of Arts and Culture embrace very high standards in principles of outreach and communications to diverse groups. It is a priority in the first phase of this plan to build those bridges, engage minority communities, and associate the efforts of the Office of Arts and Culture with agencies that have been successful in this effort.

I.5.5 Priority Recommendations: (To be addressed in the final draft.)

I.5.6 Partners: (To be addressed in the final draft.)

I.5.7 Operational Framework: (To be addressed in the final draft.)

I.5.8 Action Items: (To be addressed in the final draft.)

I.6 Strategy Six: Fostering the Environment for Individual Artists and Creative Professionals

I.6.1 Program Areas:

- A. Artist and Creative Professional Support and Recognition
- B. Livability and Affordability Issues

I.6.2 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.

I.6.3 Community Priority:

- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

I.6.4 Challenge:

Livability - Without question the issues of affordability and livability are the most complex to address in the Community Cultural Plan. These issues are a priority among survey respondents; the issue of affordability ranked second among critical issues among residents filling out the surveys. Addressing these issues implies working with many stakeholders, inside and outside the city government: affordability and access to housing, studio space, display and performance venues, and livability in general are critical to artists who are trying to get a foothold in Boulder's creative economy. These challenges compromise our position in the regional and national economy as a magnet for attracting creative professionals and artists.

I.6.5 Priority Recommendations:

- The City of Boulder is working with many public partners and private groups to address the issue of affordability and access in residential and commercial markets. It is recommended that the Office of Arts and Culture work with these groups on means to resolve this challenge for all professions, including artists.

I.6.6 Partners: (To be addressed in the final draft.)

I.6.7 Operational Framework: (To be addressed in the final draft.)

I.6.8 Action Items: (To be addressed in the final draft.)

I.7 Strategy Seven: Civic Dialogue, Awareness, and Participation

I.7.1 Program Areas:

- A. Promoting the Community Cultural Plan
- B. Facilitate the Civic Dialogue
- C. Project Boulder's Cultural Identity
- D. Partner a Community Creative Calendar

I.7.2 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.

I.7.3 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.
- Project Boulder's identity as an innovative world leader in cultural matters to the region and the world.

I.7.4 Partners: (To be addressed in the final draft.)

I.7.5 Operational Framework: (To be addressed in the final draft.)

I.7.6 Action Items: (To be addressed in the final draft.)

I.8 Strategy Eight: Engage our Youth

I.8.1 Program Areas:

- A. Youth Council
- B. Arts in Education Grants
- C. Mentoring Program

I.8.2 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.

I.8.3 Community Priority:

- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

I.8.4 Partners: (To be addressed in the final draft.)

I.8.5 Operational Framework: (To be addressed in the final draft.)

I.8.6 Action Items: (To be addressed in the final draft.)

III. Guiding Principles

(Staff continues to work on draft guiding principles.)

The eight strategies and their specific programming elements describe the tools that the city will provide to the community. And, they provide a framework for work plans that will be necessary for implementation. However, the success of the strategies relies on a strong set of principles to guide leadership and management of the work plans. These principles should be considered habits: a set of standard practices that staff should deploy in considering any decision or action.

II.1 Stewardship:

The staff members of the Office of Arts and Culture are stewards of the public dollar, our system of laws and policies, and trust in local government. Respecting this responsibility is all the more important in the emotional, sometimes contentious, civic dialogue about culture.

- Staff will consider the proper stewardship of the public trust for every decision made to implement the CCP.

II.2 Boulder Arts Commission:

The BAC is an advisory and decision-making body representing the residents of Boulder. Appointed by City Council, the members of the BAC have the responsibility of a) serving in a jury capacity for the awarding of cultural grants, b) serving as an approval body for the selection process of the public art program, c) serving as an advisory body for the execution of the CCP, d) serving on several non-governmental boards or committees related to the execution of the CCP, and e) serving as ambassadors to the community. What is more, the members of the BAC are experts in different aspects of culture and creative life and are keenly invested in the success of the city government.

- In addition to the mandated decision making that is their responsibility; staff will utilize the talents, experience, and enthusiasm of the members of the BAC to the best benefit of the implementation of the CCP.

II.3 Public Inquiry:

The BAC should serve as the pinnacle of many opportunities for the community to participate in the conversation about the implementation of the CCP. Every strategy depends on a degree of public inquiry to be successful. This practice works best when staff is diligent in stewarding public dialogue, but also thoughtfully designing that dialogue to fit the needs of the program. Also, a careful consideration of access is important; be sure that the program to consult with the community considers accessibility, availability, affordability, acceptability and accommodations. Public art, in particular, requires a careful consideration of community input.

- Staff will thoughtfully design public inquiry tools for each strategy as well as, in some cases, individual programs or projects to ensure that the community is fully invested in the success of the CCP.

II.4 Best Practices:

Some of the eight strategies are part of an industry: a national sector of cultural activity. Other strategies are novel: experiments in new ways of delivering cultural tools to the public. When possible, staff will best serve the community by utilizing accepted best practices which are responsive to special circumstances in Boulder. When no such commonly accepted system of best practices exists, staff should consider establishing them. Staff should also participate in the national conversation about best practices, ensuring that Boulder's voice is a part of the dialogue on how to best implement government cultural programs.

- Staff will apply best practices to ensure that programs and projects have every chance to succeed.

II.5 Partnerships and Collaboration:

The eight strategies are tools which the city provides to the community in our common aspiration to achieve the vision. In many cases, deploying these strategies will only be successful by collaborating directly with other city agencies, non-profits, for-profits, and leaders in the community. Also, some aspects of the vision are best addressed in the private sector; the city government is an interested party, but not in a position to lead. And, finally, there are situations where the role of government is to "clear the path" for others to achieve. In all cases, a sophisticated look at collaboration is critical. Each strategy should be considered with these thoughts in mind: Who is already doing this in the community? Who connects us with the people and organizations the CCP is designed to benefit? Who stands to gain from this course of action?

- In addition to regular consultation and collaboration with city agencies, staff will make partnerships the standard practice of doing business.

II.6 Professionalism:

The practices of professionalism are far more than a simple courtesy. The quality of service that staff provides to the public impacts expectations about the whole of city government. The ways in which staff conducts business, from answering the phone, to designing documents, to marketing and promotions all matter to how the public, partners, and other city staff can trust the government and feel invested in the process.

- Staff will conduct their business with the most professional manner that reflects well on the city government and the high expectations of City of Boulder's workplace culture.

II.7 Diversity:

Diversity of all kinds is critical to the success of the Community Cultural Plan: for leadership, for public inquiry, and for the results of programming. Diversity is first addressed in terms of dialogue. Actively pursue the voices necessary to ensure broad and deep perspectives on all issues. Diverse perspectives on culture, ethnicity, ability, age, socio-economic position, and beliefs are among the important elements for quality programming. Diversity is secondly a consideration of results. For instance, the collection of public art should include a spectrum of diverse artists: their styles, media, and narratives.

- Staff will actively seek out diverse perspectives, and diverse results, in community dialog, leadership, tactics, and results.

II.8 City of Boulder Vision and Values:

The implementation of the CCP should be inexorably linked to the City of Boulder's vision and values.

Vision:

- Service Excellence for an Inspired Future

Values:

- Customer Service - We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.
- Respect - We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.
- Integrity - We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.
- Collaboration - We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.
- Innovation - We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

III. Implementation

(Staff continues to work on draft implementation elements.)

III.1 CCP Time Horizon:

The implementation of the above strategies will occur over a nine-year time horizon:



This nine year scope is divided into three year increments. Individual strategic planning will provide structure to the development of each of the eight strategies. These incremental strategic plans will undergo a planning and public inquiry process in “year three” of each phase.

Additionally, yearly work plans will be developed to guide staff through the day-to-day implementation of the strategies.

III.2 Staff Capacities: (To be addressed in the final draft.)

III.3 Structure: (To be addressed in the final draft.)

III.4 Funding:

The budget of the Office of Arts and Culture will necessarily require review and increases over time as new components of the CCP are implemented. In collaboration with the Budget office, these needs will be assessed and city leadership will decide on the best action.

We anticipate that the following budget increments will be considered:

First Third: Increase from a 2015 budget of ~\$550,000 to ~\$900,000.

Second Third: Increase from ~\$900,000 to \$1.2M.

Final Third: Increase from ~\$1.2M to ~\$2.2M.

Note: it is important to understand that these figures are approximations developed by Cultural Planning Group. Much work will be done in the first phase of the plan to refine these numbers, conduct the appropriate studies, and evaluate the final budget requests.

III.5 Partnerships: (To be addressed in the final draft.)

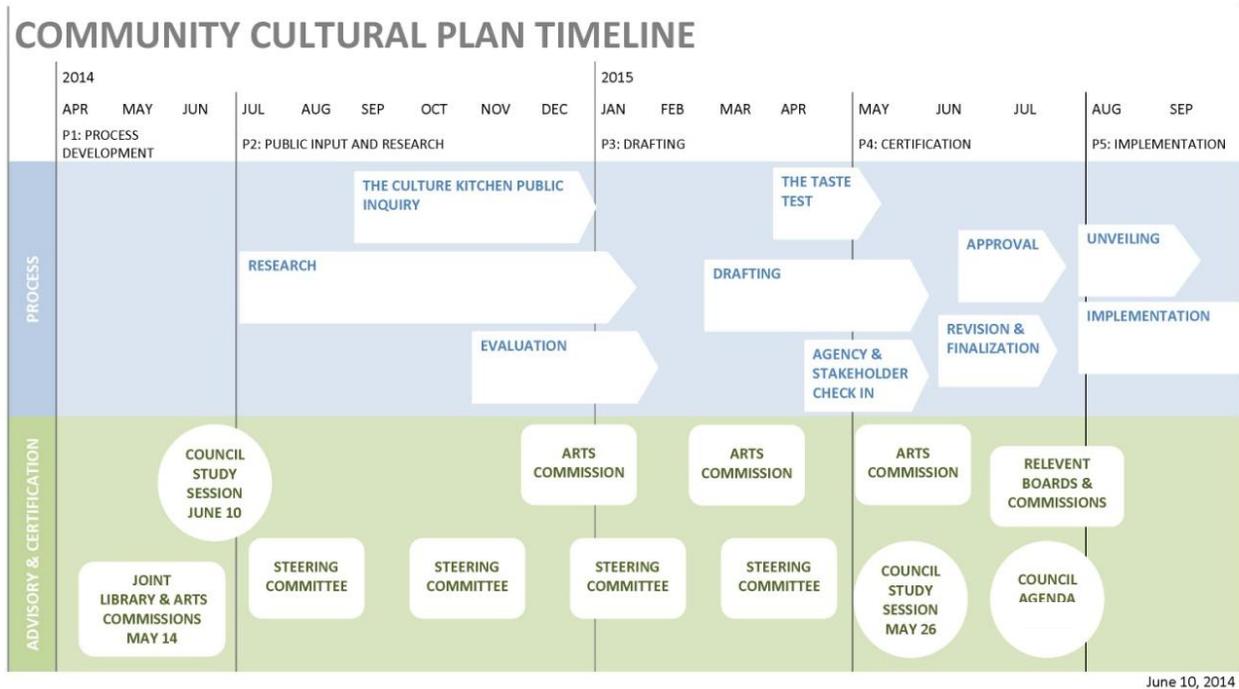
IV. Appendices

- IV.1 Community Cultural Plan Process Timeline
- IV.2 Creative Vitality Index Findings
- IV.3 Selections from the Community Cultural Plan Benchmark Study
- IV.4 Summary of Findings from the Community Cultural Plan Inquiry
- IV.5 Comparison: Public Art Programs in Colorado
- IV.6 Review of Performing Arts Center Study

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APPENDIX ONE

Community Cultural Plan Process Timeline



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APPENDIX TWO

Creative Vitality Index Findings, page one

CPG has contracted with Westaf to conduct a Creative Vitality Index study. Using data from several sources, this tool dissects the creative sector of the economy based on postal codes to compare key indicators with similar geographical areas.

2013 Occupation Figures	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
City Population	103,166	152,061	71,344	243,344	168,288	159,190
Study Population	118,362	181,350	87,733	338,408	169,425	193,334
Advertising and promotions managers	41	20	8	78	53	48
Public relations and fundraising	24	11	5	156	79	88
Agents and business managers	80	51	16	73	55	36
Architects, except landscape and naval	419	151	72	331	282	160
Landscape architects	89	34	16	73	41	16
Architectural and civil drafters	178	85	45	190	199	121
Anthropologists and archeologists	25	11	3	40	16	50
Historians	7	6	3	23	5	6
Religious activities and education	45	73	40	262	78	70
Postsecondary teachers	749	161	33	7,790	1,404	2,807
Archivists	7	4	1	21	5	4
Curators	13	7	3	28	6	10
Museum technicians and conservators	3	5	2	10	4	4
Librarians	29	14	66	339	47	84
Library technicians	49	22	53	375	87	167
AV and multimedia collections specialists	5	2	4	27	12	5
Art directors	337	177	59	300	138	137
Craft artists	153	98	52	118	57	97
Fine artists	124	86	41	145	64	81
Multimedia artists and animators	304	167	56	378	124	154
Artists and related workers, all other	64	45	16	58	33	30
Commercial and industrial designers	84	56	20	142	102	53
Fashion designers	46	17	3	25	22	21
Floral designers	49	62	20	119	63	62
Graphic designers	728	405	116	1,012	640	452
Interior designers	238	207	38	323	224	124
Merchandise displayers and trimmers	114	82	39	131	295	39
Set and exhibit designers	17	11	3	19	19	14
Designers, all other	31	15	4	34	24	11
Actors	146	84	28	143	130	62
Producers and directors	130	62	25	263	95	117
Dancers	44	36	10	54	21	22
Choreographers	17	11	3	11	11	10

Creative Vitality Index Findings, page two

Continued from page one.

2013 Occupation Figures	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
Music directors and composers	96	69	31	181	52	76
Musicians and singers	751	477	166	659	271	432
Radio and television announcers	59	29	21	178	24	60
Broadcast news analysts	24	14	6	25	8	13
Reporters and correspondents	83	40	16	116	29	93
Public relations specialists	360	188	82	1,020	263	137
Editors	302	147	71	486	210	140
Technical writers	124	63	23	194	129	24
Writers and authors	786	429	156	722	343	380
Interpreters and translators	263	327	56	712	888	150
Media and communication workers, all other	89	88	14	193	252	55
Audio and video equipment technicians	62	44	13	117	151	67
Broadcast technicians	17	4	6	94	12	18
Sound engineering technicians	35	14	3	95	12	20
Photographers	990	1,122	181	2,270	2,645	471
Camera operators, television, video, and motion picture	33	18	7	93	42	40
Film and video editors	50	15	6	39	35	17
Media and communication equipment workers, all other	41	17	6	20	21	17
Ushers, lobby attendants, and ticket takers	107	189	52	159	172	96
Costume attendants	4	5	1	14	4	7
Entertainment attendants and related workers, all other	4	3	1	39	29	4
Makeup artists, theatrical and performance	18	12	3	18	10	11
Advertising sales agents	325	124	61	475	246	204
Library assistants, clerical	32	21	44	275	79	114
Musical instrument repairers and tuners	21	29	8	52	43	17
Jewelers and metal workers	69	68	60	78	82	77
TOTAL	9,134	5,834	1,996	21,415	10,488	7,902
% of population	8.85%	3.84%	2.80%	8.80%	6.23%	4.96%

(Cultural Planning Group continues to work on the completion of the Cultural Vitality Index study for inclusion in the final CCP document.)

APPENDIX THREE

Selections from the Community Cultural Plan Benchmark Study

2013 Data	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
City Population	103,166	155,000	66,859	243,344	168,228	159,190
Geographic Size	25.7 sq. miles	57.0 sq. miles	25.5 sq. miles	76.8 sq. miles	40 sq. miles	43.7 sq. miles
Total General Fund Budget	\$319,600,000	\$556,500,000	\$222,400,00	Figures to come.	Figures to come.	\$493,900,00
Staff Level	2.00 FTE	21.30 FTE	13.00 FTE	1.00 FTE	Figures to come.	29.25 FTE
Annual Budget	\$587,872	\$5,066,866	\$2,376,310	Figures to come.	Figures to come.	\$4,975,964
Public Art Funding	\$128,000*	\$325,100	\$351,040	\$150,000	Figures to come.	Figures to come.
Grant Program Funding	\$225,000	\$364,500	Figures to come.	\$150,000	Figures to come.	\$110,995
Per Capita Funding for the Arts	\$6.93	\$34.78	\$35.54	Figures to come.	Figures to come.	\$31.25

**Public art funding calculations for the City of Boulder fluctuates dramatically from year to year. To provide more comparable data, this figure is calculated as an approximate average derived from 5 years of data.*

(Cultural Planning Group continues to work on the completion of the benchmarking study for inclusion in the final CCP document.)

Summary Findings from the Public Inquiry Process

The Community Cultural Plan public inquiry was conducted online and on the streets from October – December 2014 in a series of engagements that were collectively branded as “The Culture Kitchen”. The priorities of this process were to a) hear from as wide and diverse a group as possible, b) to assemble a sample that was large enough to be convincingly valid, and c) establish measures that could be repeated and improved over the time horizon of the CCP.

Culture Kitchen Inputs:

1. Pop-up Events
2. Onsite Interviews and Group Discussions
3. Neighborhood Conversations
4. MindMixer (The Recipe Box)
5. Full Online Survey
6. Intercept Survey

Response:

- **25** Culture Kitchen Pop-up Events
- Over **75** Onsite Interviews and Group Discussions
- **300+** Intercept Surveys
- **20+** Neighborhood Conversations, More Than **100** Participants
- MindMixer Engagement: **1,132** Unique Visitors, **4,867** Page Views, **500+** Interactions
- **1,087** Respondents to the Full Online Survey in English and Spanish
- Total Interactions Topped **2,000**

Respondent Profiles:

Full Online Survey

Gender Identification	Age	Education	Race Identification
Female = 68% Male = 32% PNTA = 0%	Under 21 = 1% 21-44 = 34% 45-54 = 21% 55-64 = 24% Over 65 = 17% PNTA = 3%	High School = 1% Some college = 5% Undergraduate = 40% Graduate Degree = 52% PNTA = 2%	American Ind/Alaska = 0% Asian = 1% Black/Multi-racial = 3% Hispanic/Latino = 4% White = 84% PNTA = 8%
Income Range	Professional in the Arts	Volunteers at Arts or Cultural Orgs	Engaged in the Arts
Less than \$50K = 22% \$50K-\$100K = 27% \$100K - \$250K = 33% PTNA = 18%	Yes = 43% No = 55% Not Sure = 1%	Yes = 23% No = 42% Sometimes = 35%	Very = 47% Somewhat = 34% Mildly = 15% Not Really = 3% Not At All = 1%

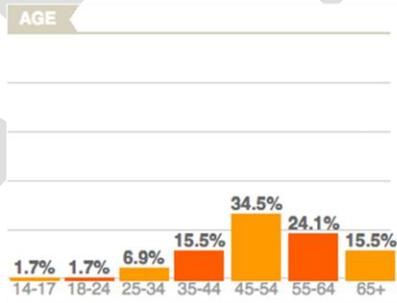
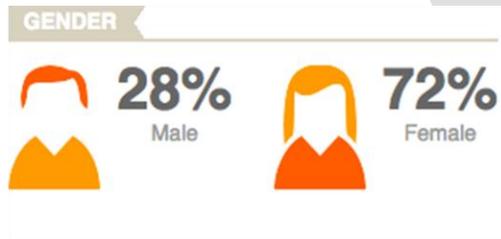
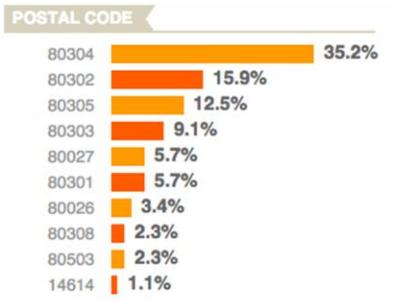
Intercept Survey

Gender Identification	Age	Race Identification	Residency
Male = 28% Female = 63% PNTA = 9%	Under 21 = 5% 21-44 = 43% 45-54 = 15% 55-64 = 18% Over 65 = 17% PNTA = 2%	American Ind/Alaska = 1% Asian = 3% Black/Multi-racial = 6% Hispanic/Latino = 4% White = 86% PNTA = 0%	Live and work in Boulder = 54% Only Live in Boulder = 20% Only Work in Boulder = 7% Live and Work Outside Boulder = 19%

*PNTA = Prefer not to answer.

“The Recipe Box” MindMixer Website

MindMixer Stats



Findings: Key Themes

The resource of artists as an asset to Boulder:

- Addressing affordable venues and spaces
- Developing a city focus on arts and cultural activities/events
- More support for individual artists
- Authentically celebrating diversity
- A focus on historic preservation
- Addressing access and affordability (housing, lifelong arts education)

Fostering involvement and support from the City government:

- Funding (more than just The Dairy and BMOCA)
- Communications
- Cultural diversity

Cultivating private sector support:

- Venture capitalist community
- Tech community
- Foundations

Creating an arts district in Boulder:

- Collaborative spaces for artists to live/work
- Performing spaces/rehearsal spaces
- Use of existing building (industrial)
- Multi-use

Improved communications, artist collaborations and press coverage:

- Community awareness
- One source with all events, programming, opportunities, etc (currently there are 19 different sites but events-oriented)
- Media relations

Findings: What Do You Love About Boulder?

Open Spaces: Trails, outdoor sports, competitive sports environment

- The Culinary Culture: past, present, and future.
- Farm-to-table origins
- Sustainability and support of local agriculture industry
- The Independent Music Scene:
- Collaborative culture
- Local venues

What is your favorite cultural place or activity in Boulder?

- Farmer's market
- BMOCA
- NoBo ARTs
- Macky Auditorium
- E-Town Hall
- International film festival
- Chautauqua summers
- Dinner theater
- Open Studio
- The Dairy
- The Bluegrass Festival
- Dushanbe Teahouse
- The Library
- Story Slams
- CU arts and cultural events
- Visiting Denver for arts and cultural experiences

What is your vision for Boulder's culture?

- Cultural equity for all groups in the city
- A community with a distinct culture of philanthropy
- A cultural center for the arts and the community
- An affordable signature event which brings together all of the diverse neighborhood and groups – ethnicities, ages, social groups
- An arts and cultural district within the city
- A "community" of the arts – sharing resources, better use of space, communications
- Public art– planning, temporary exhibits (A Glass Room)

Findings: Thoughts on Vision

Some common themes arose when we asked people for the vision for Boulder’s culture and creative sector. Below are samples that represent some of those ideas that came up frequently:

“Boulder should have a designated arts district where people could view art studios and galleries, have coffee or a nice meal, and be close to other venues for music, theatre and dance all within walking distance of each other.”

“I would like for Boulder to value art as an integral aspect of our humanity and sense of wellbeing. And, to make art accessible to all, regardless of income.”

“20 years ago Boulder was known as an ‘Arts’ city. I would love for Boulder to once again be known nationally as a community that is supporting and generating avant guard art. Having more festivals does not achieve this goal, the City needs to support artist living here and producing art.”

“To create a culture of philanthropy for the arts, if this could be encouraged, public / private partnerships could be established to fund some great art and culture in Boulder.”

“A more diverse and integrated representation of art; including African American, Hispanic, Jewish, etc. cultures.”

“I would like to see more public art that represents the current, more educated and sophisticated art appreciators that live and work here.”

Findings: The Role of the City

Respondents also answered the question of the municipal government's role in some key ways:

"It's important for the City government to provide funding and structure such as initiatives and zoning changes to accomplish a new art and culture vision."

"The City should create more funding through taxation and partnership with private donors."

"It is within the best interests for Boulder for the city to value art as an integral part of our humanity, then plan and fund accordingly."

"The city should connect people and geographic areas and provide the necessary ongoing support to ensure projects are completed. And, importantly, the city is in a unique position to encourage philanthropy."

"Provide incentives for developing an arts/cultural district. City needs to motivate redevelopment that allows for arts spaces – finding spaces for all creatives, commercial as well as non-commercial."

Findings: The Latino Perspective

During the Culture Kitchen events, the CCP team put out a special call to the Latino community of Boulder. Online and intercept surveys were distributed, and a special forum was held. Below are some key results of that inquiry.

- More representation for the Latino community in city government is needed.
- Latino community marginalized from main Boulder community.
- City treats events with “Latino agenda add-ons” rather than integrated into the events.
- Want events which integrate all cultures and show “real” culture rather than the stereotypical.
- Zoning is a significant issue when organizing neighborhood events.
- Lack of cultural understanding within city communications.
- A distinct split between Latino and White begins in middle school – there is a need to change the patterns.
- Latino youth need space outside of school – access and affordability are issues.
- Arts and cultural opportunities for youth is significantly lacking.
- Creation of a family-oriented cultural center is a need – “Gathering places create understanding”.
- The investigation of how the government can support culture in minority communities needs more time, resources, and tools to complete.

“It’s a puzzle – Boulder is a beautiful place, but a contradiction at times. There are so many good things: the natural wealth, everything is clean and safe, but we don’t participate in it. We are left on the outside; someone else owns it”.

“We need a voice...a champion in city government ... someone who really knows the community and understands the needs. “

“Arts and culture for us is a way of life...it is in our everyday routines, part of all of our celebrations...we can share that with Boulder”.

“Great events include the Latino Youth Conference and the Women’s Conference...they are life changing for some Latinos.

Critical Insights

- Respondents are creatively active, with almost all respondents indicating they participate in arts and cultural activities.
- Both residents and non residents want to see better support of artists and arts and cultural nonprofits.
- The majority of respondents cite more traditional modes of participation such as attending live performances, art galleries and shows, museums, and festivals. Many want to see more arts and cultural activities within their own neighborhoods, and at non-traditional venues.
- There is significant support for a tax increase to support arts and cultural activities.
- There is a significant call to the city to increase their support arts and culture

"I have a vision of a Boulder where artists are more involved and active in the planning and spending decisions."

"I would like to feel like Boulder citizens and city Council hold and support art as a vital aspect of "what we value" and "who we are" as a culture, and to recognize that art is a valuable economic resource. There are so many talented people who call Boulder home."

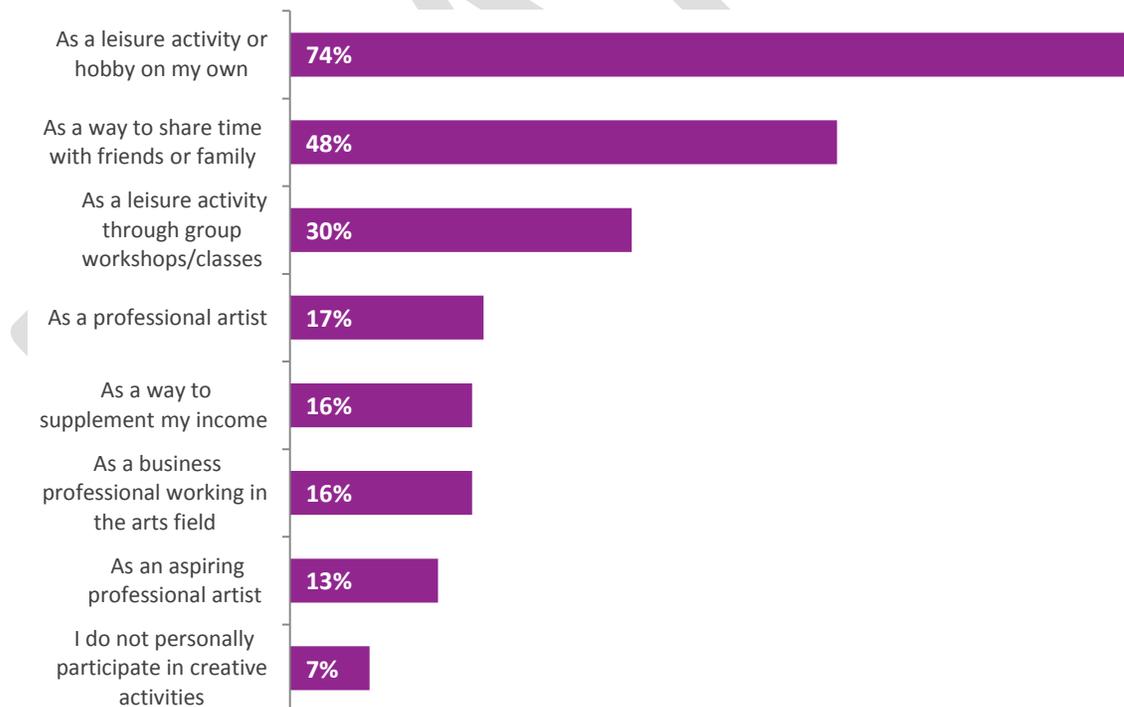
"The best single feature of Boulder has been Pearl Street. It is walker friendly, and the collection of sidewalk cafes brings people out of the buildings. It's a great place to people watch. I would love to see more participatory cultural activities in different parts of the city."

Boulder is at a crossroads...needs to choose between being an "elite" destination or a unique creative community...it can't be both.

Community Profile: Creative Activities

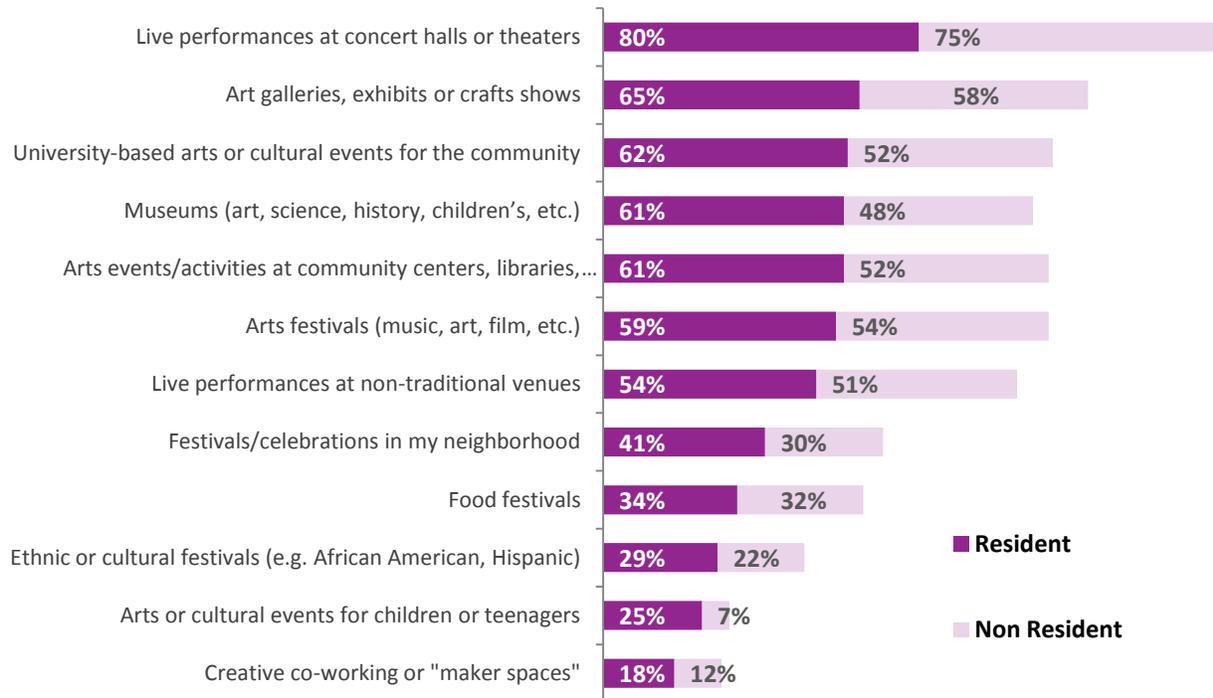
76%	Took photographs
68%	Read novels, sort stories, or poems
67%	Cooked creative dishes or meals
38%	Played a musical instrument
33%	Danced socially or with a group
31%	Made crafts such as jewelry, sewing, knitting, or quilting
30%	Painted or drew pictures, or did print-making or collage
21%	Wrote novels, short stories, or poems
20%	Made videos, short films or animation
18%	Sung in choir, with a group, or solo
18%	Worked with fiber arts such as knitting, sewing, embroidery
14%	Made sculptures, woodwork, or ceramics
11%	Made digital illustrations or 3-D digital art
13%	Played live music or performed rap
8%	Wrote music, composed lyrics
7%	Acted in plays, musicals, or theatre
6%	Performed in storytelling events or poetry slams
5%	Choreographed dance, ballet, modern, etc.

Why do you take part in these activities?

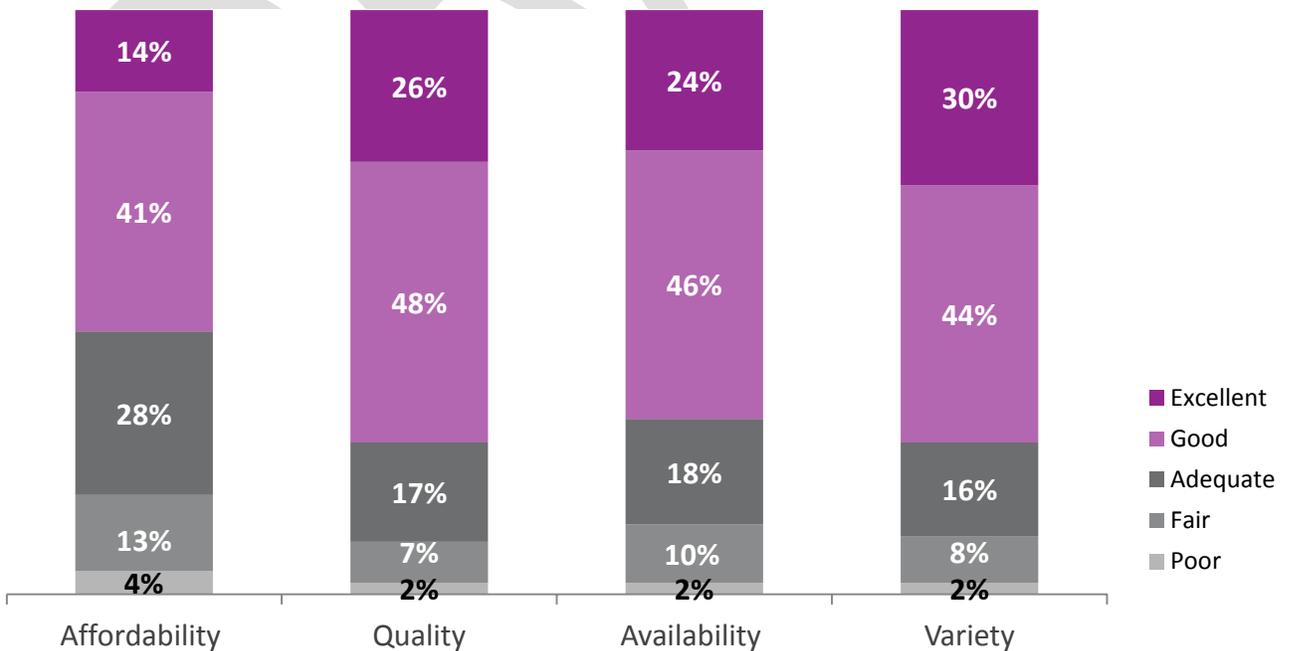


Community Profile: Destinations

Where do you get your culture?

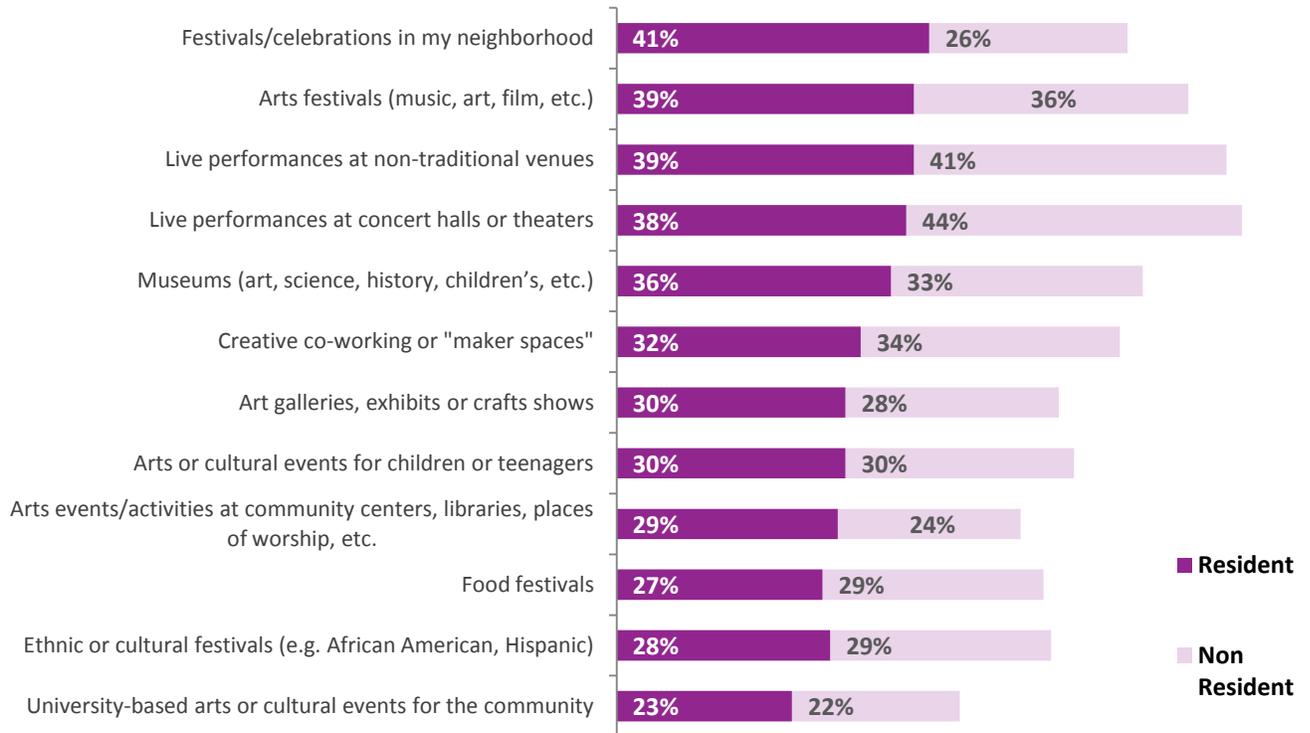


How do you rate cultural offerings in Boulder?

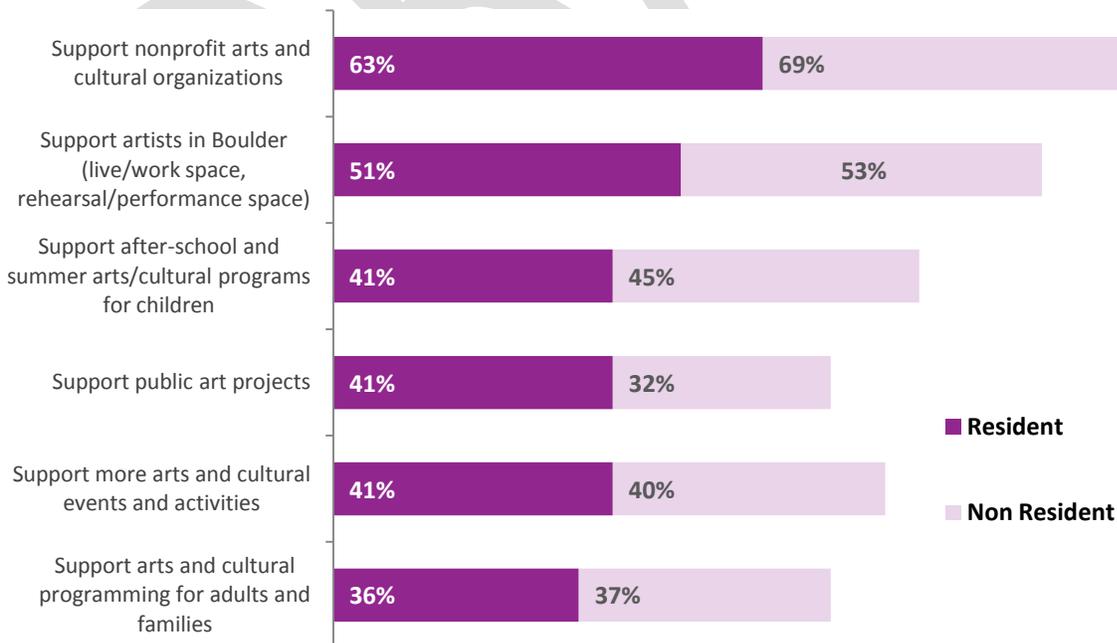


Community Profile: Desires

What would you like to see more of in Boulder?

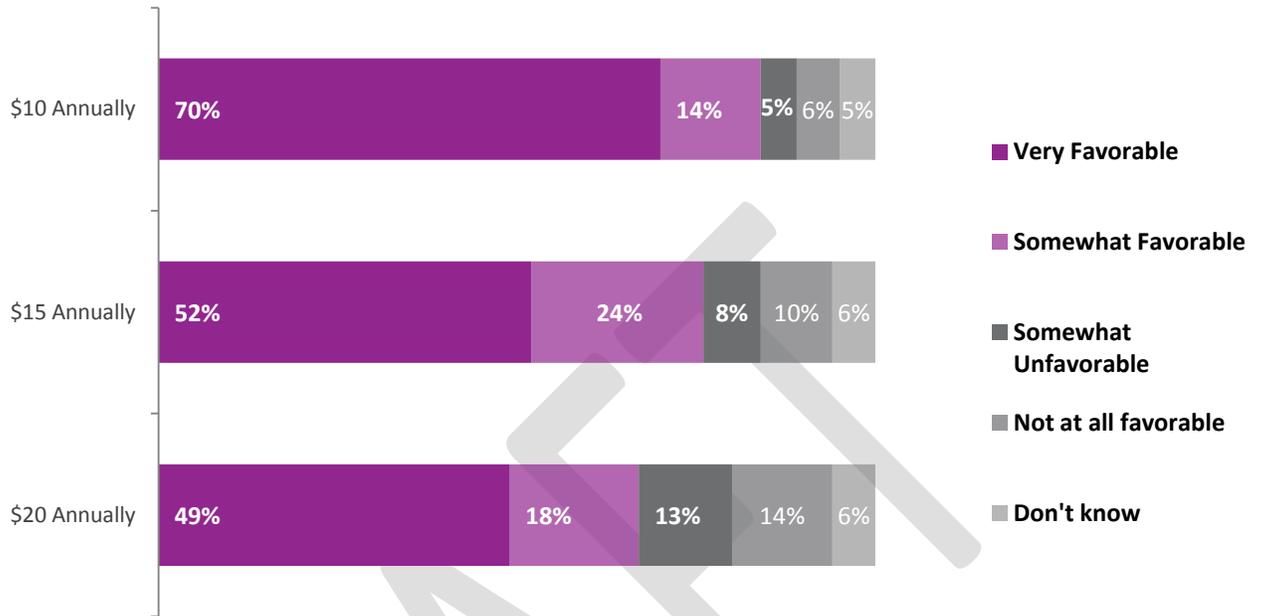


What are the most important things for the city to support?

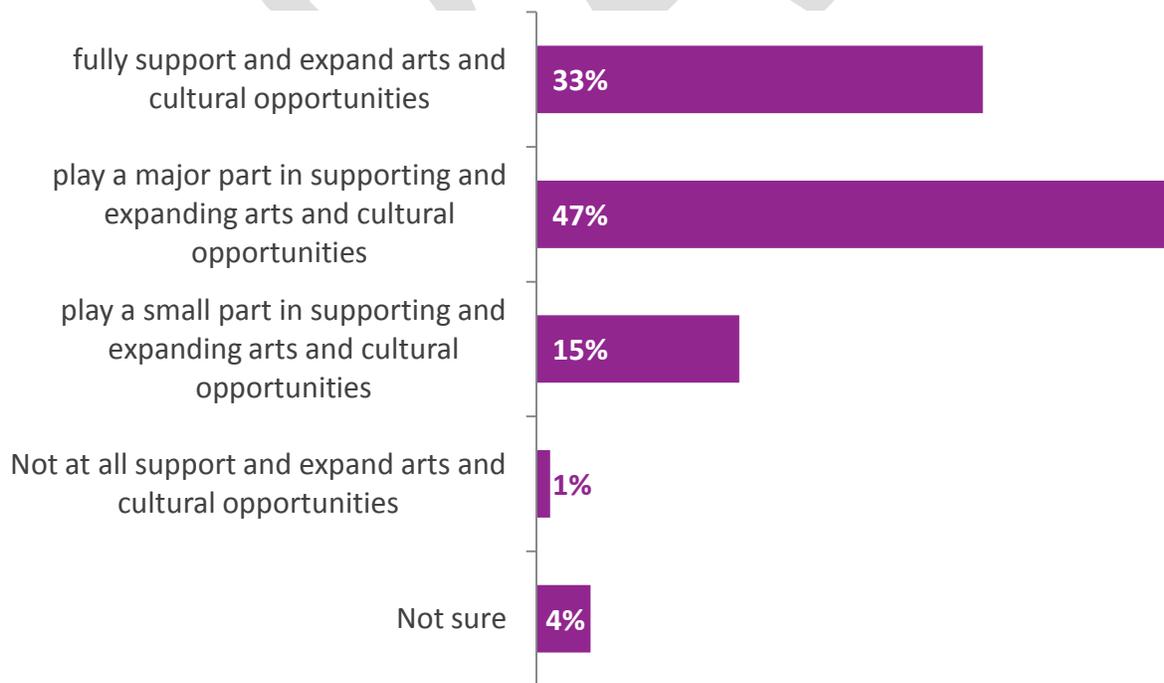


Community Profile: Support from the City

I would support additional funding for city programs. (Residents Only)

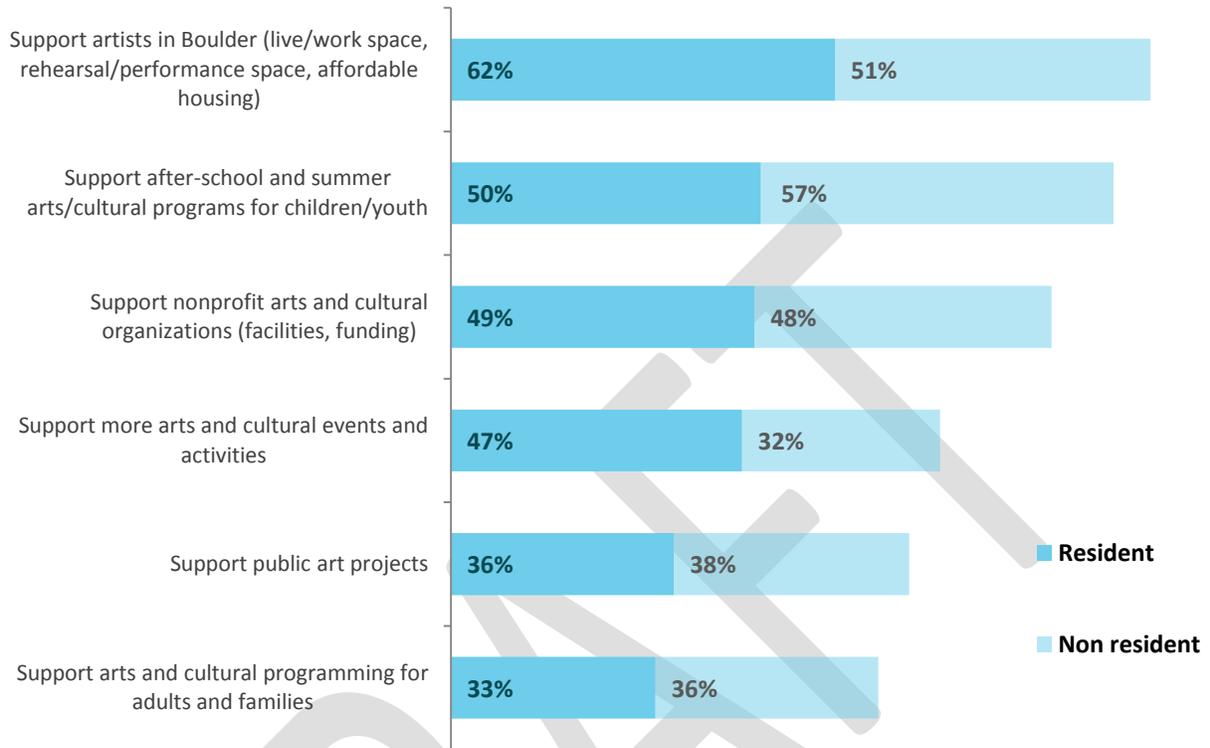


The City of Boulder should... (Residents Only)

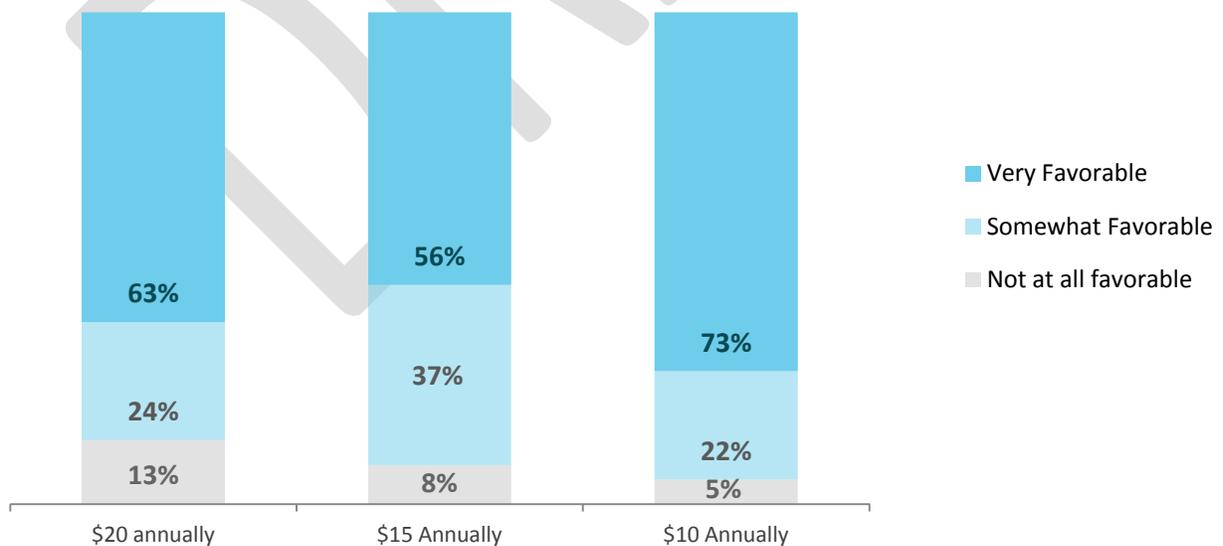


Intercept Survey Results: Findings

What should the city support?



I would support additional funding for city programs. (Residents Only)



APPENDIX FIVE

Comparison of Public Art Programs in Colorado, page one

<u>City</u>	<u>Funding Mechanism</u>	<u>Eligible Projects</u>	<u>Benchmark Budgets</u>
Fort Collins	Standard Percent for Art	1% of CIP; Over \$250,000; Artists added to projects of \$50,000 - \$250,000 at the discretion of PM.	2013-2014= \$272,232.00 (Calculated Biennially)
Lakewood	Standard Percent for Art	1% of CIP; New Projects Only	2013= \$41,000 2014= \$45,000
Littleton	General Fund	Includes capital funds, operating revenue, donations, etc.	2013= \$69,475.00 2014= \$71,778.98
Loveland	Pooled Percent for Art (at least 1% stated in ordinance)	CIP; Over \$50,000 excl engineering, admin, fees, permits, and indirect costs; excl special impr. districts.	2013= \$273,501.00 2014= \$607,120.00 2015= \$351,040.00
Vail	Private Fee and Tax Increment	Real Estate Transfer Tax (set amount)	Approx. \$80,000/year

Comparison of Public Art Programs in Colorado, page two

Type	Funding	Pros	Cons	Models
1. Traditional Percent-for-art	A portion (typically 1% - 3%) of the construction budget of municipal capital improvement projects is set aside from the project budget for the purposes of commissioning public artworks. In most cases, a threshold amount is set; for instance the rule might apply only for projects that have a total budget of more than \$50,000.00.	<ul style="list-style-type: none"> Protected politically over the long term. Public is invested in founding the program. Palatable implications to tax rates. Could be applied to utilities spending to increase capacity. 	<ul style="list-style-type: none"> Funding will be inconsistent over time. Funding is typically low, and projects few, for our size city. Project sites only associated with their source construction projects. 	Denver, Longmont, Ft. Collins, Grand Junction.
2. Public Benefit / Private Mandate	Private developers are required to set aside a portion of commercial projects to acquire artwork for public display. Often, additional rules are included such as a threshold budget, or the stipulation that the owner may contribute the amount to a pool which is spent by public commissioning.	<ul style="list-style-type: none"> Adds a source of funding and projects to build a critical mass of artworks. Adds a tool for fulfilling public benefit requirements. 	<ul style="list-style-type: none"> May not be palatable to developers. 	Aurora (in addition to traditional percent-for-art).
3. Percent-for-art Pooled	Rather than being derived directly from CIP project budgets, the funds are calculated according to the budgets of CIP projects, and then transferred from the general fund into a pooled account. Funds are then spent based on a strategic plan, rather than solely based on an association with the CIP project site. Note: transportation and/or Parks and Recreation projects may be exempted from the rule.	<ul style="list-style-type: none"> More flexible budgets and sites. Projects can be distributed geographically in a more strategic way, rather than only adjacent to city buildings. 	<ul style="list-style-type: none"> Possibly less politically stable. Requires complex budgeting and analysis, and risks incomplete calculations. 	Loveland.
4. General Fund	An account within the city budget, derived from the general fund or some other reliable source, is assigned to the commissioning of public art. In many cases the amount is determined by a formula, such as a percentage of the total general fund.	<ul style="list-style-type: none"> Offers flexibility for the implementation of a strategy over short periods of time. 	<ul style="list-style-type: none"> Most precarious in terms of sustainable funding. 	Co Springs.
5. Private Fee or Tax Increment	A specific allocation derived from an incremental tax or fee is transferred to a special account. For instance, a portion of the fees on permits or a portion of the seat tax for a convention or theater district can be applied to commissioning public art.	<ul style="list-style-type: none"> Offers a complimentary funding mechanism that can bolster a standard model. 	<ul style="list-style-type: none"> May not be palatable to those impacted by the fees or taxes. 	Wheat Ridge.

APPENDIX SIX

Review of Boulder Performing Arts Facilities Assessment
and Alignment with Community Cultural Plan Research
by Cultural Planning Group

Follows next page.

DRAFT