



AURORACULTURE.ORG

ACAD Strategic Plan 2017-2019

Table of Contents

Introductory Statement	1
ACAD History	2
The District Defined	4
Current Context	5
Planning Methodology	9
The Strategic Plan	
Mission. Vision. Values.	10
Goals	11
Actions and Metrics Matrix	12
Acknowledgements	20
Appendix:	
A. Monitoring the Plan	21
B. Resourcing the Plan	22
C. Stakeholder Analysis	23



Introductory Statement

The Aurora Cultural Arts District Strategic Plan will guide the actions of the organization during the three-year period of 2017–2019. It will be used to inform decision-making by ACAD staff and the Board of Directors, and as applicable, the City of Aurora, partners and other stakeholders.

This plan was developed by the Aurora Cultural Arts District Managing Director and Board of Directors, with the support of Purpose Aligned Consulting.

With limited resources, this plan is meant to simplify and focus the work of the District. The primary focus of the next two years should be improving current initiatives while developing long-term sustainability and accommodating growth.

AURORACULTURE.ORG



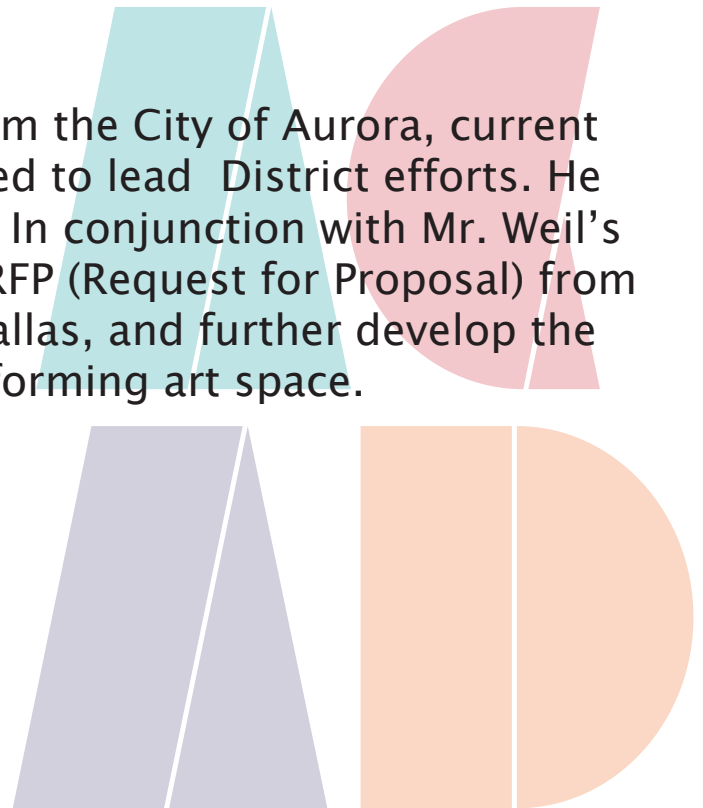
Historical Background and Context

In the early 2000s, an interest in redeveloping Colfax brought City resources to bear on Aurora's original downtown. Redevelopment efforts included the expansion of the Aurora Fox Arts Center and the construction of the Martin Luther King, Jr. Library. The addition of new low-income housing, along with some private reinvestment in the area, re-established East Colfax Avenue as one of many commercial hubs in Aurora.

In 2010, artists working in the area came together to form the East End Arts District. This grassroots initiative engaged art and culture groups to raise awareness of area artistic offerings and market the District.

In 2012, the Aurora Cultural Art District (ACAD) became a 501(c)3 non-profit organization. The District was created to support existing creative locations like the Aurora Fox Arts Center, Vintage Theatre Productions and Kim Robards Dance and to foster additional art venues in the downtown area, creating an amenity and outlet for the surrounding neighborhoods.

In 2013, with the support of grant from the City of Aurora, current Managing Director Tracy Weil was hired to lead District efforts. He was the first employee of the District. In conjunction with Mr. Weil's employment, ACAD was awarded an RFP (Request for Proposal) from the City of Aurora to manage 1400 Dallas, and further develop the building into studios, gallery and performing art space.





Historical Background and Context continued

Today the organization is lead by a part-time Managing Director. It is governed by a Board of Directors consisting of local artists, directors of art organizations, and business and community members. The District benefits from 10 business members, 20 art-focused partner organizations, and 8 artists who rent studios at 1400 Dallas.

Recent years have seen substantial growth in the District. In 2013, the District hosted 75,000 people. Last year, ACAD saw over 112,000 visitors. District locations are noticing a larger audience and participation in their programs. The 1400 Dallas building is completely rented. It is serving as a District hub with a full schedule of events, rehearsal, performance and gallery shows. Attendance at 1400 Dallas has grown from 450 visitors in 2012 to close to 10,000 in 2016.



Visual Arts

1. ACAD Studios & Gallery
1400 Dallas St.
auroraculture.org

2. Sushma Bagga
1400 Dallas St.

3. Trash As Art
1400 Dallast St.
trashasart.com

4. DAVA
Downtown Aurora
Visual Arts
1405 Florence St.
davarts.org

5. Fine Folk Art & Creative
Constructions
Sharon Duwaik
1400 Dallas St.

6. Rene Farkass Studio
1400 Dallas St.
renefarkassart.wordpress.com

7. Sue M. Gibbons
1400 Dallas St.
susanmgibbons.com

8. Ethan Hutchinson
Woodworker
1549 Chester St.
ethanhutchinson.com

9. Michael Keyes
1400 Dallas St.

10. Mud Hut Ceramics
1550 Elmira St.

11. Red Delicious Press
9901 E. 16th St.
reddeliciouspress.com

12. The Art of Dan Sorensen
1400 Dallas St.
dansorensen.com

13. Ron Smith Jewelry
1400 Dallas St.

14. Craig Steele
1400 Dallas St.

Performing Arts

15. Aurora Fox Arts Center
9900 E. Colfax Ave.
aurorafoxartscenter.org

16. Ignite Theatre
9900 E. Colfax Ave.
www.ignitetheatre.com

17. Kim Robards Dance
9990 East Colfax Ave.
kimrobardsdance.org

18. Neighborhood Music
2525 Geneva St.
neighborhoodmusicstapleton.com

19. Theatre Esprit Asia
1400 Dallas St.
theatre-esprit-asia.org

20. Vintage Theatre
Productions
1468 Dayton St.
vintagetheatre.com

21. Music City
9758 E Colfax Ave.

22. 5280 Artists Coop
1400 Dallas St.
5280artistcoop.com

Eat, Drink & Shopping

23. Coffee Canaan
9898 E Colfax Ave.
coffeecanaan.com

24. La Cueva Mexican
Restaurant & Tequila Bar
9742 E Colfax Ave.
lacueva.net

25. MU Brewery
9735 E Colfax Ave.
brewbymu.com

26. The Soul Center
10180 E Colfax Ave.
afrikmall.com

27. Stanley Marketplace
2500 Dallas St.
stanleymarketplace.com

28. The Big Wonderful
2501 Dallas St.
thebigwonderful.com

29. Johnson and Wales
University Aurora/Denver
7150 E Montview Blvd
jwu.edu/denver

30. Happy Lady Bug
Early Learning Center
9635 Montview Blv. Unit B
happyladybug.com

31. Amore Fiori
Flowers and Gifts
7353 E 29th Ave
amore-fiori.com

32. I THRIVE
Women + Art + Heart
2550 Roslyn Street
ithrivewoman.com

Visit auroraculture.org
for more information
on our members.

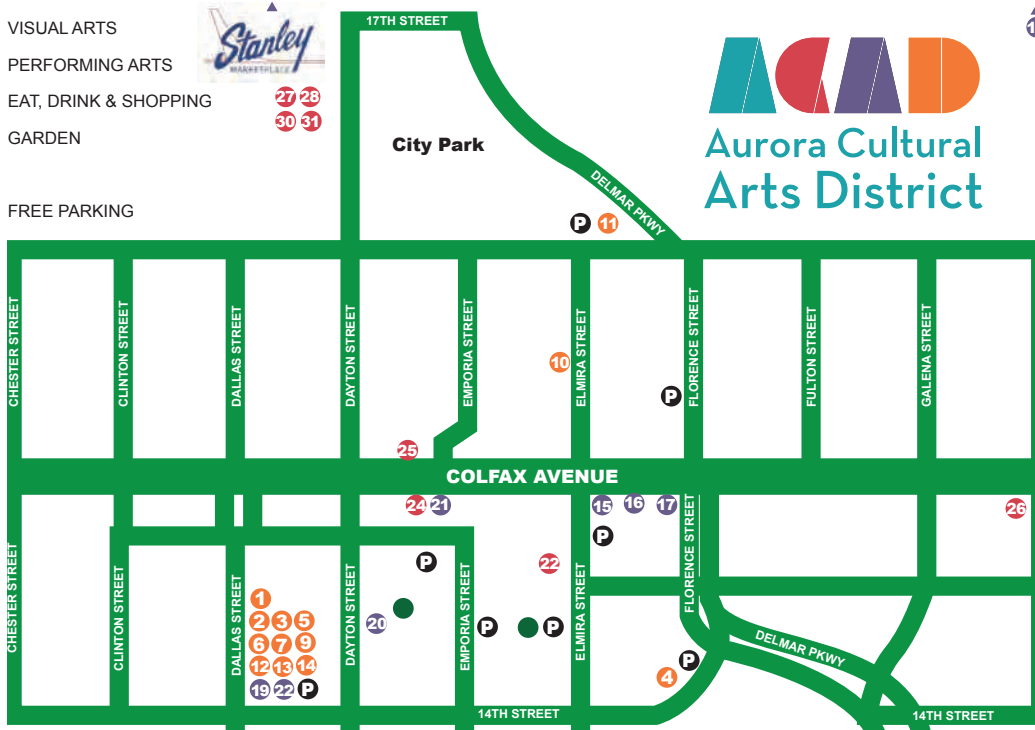
- VISUAL ARTS
- PERFORMING ARTS
- EAT, DRINK & SHOPPING
- GARDEN

P FREE PARKING

▲ 29

▲ 32

8



The District Defined:

The Aurora Cultural Arts District comprises sixteen city blocks established in 2012. It is bound by Clinton Street to the West, Aurora City Park to the North, Geneva Street to the East and 14th Avenue to the South.

Current Context: Assets and Challenges

Assets

Relationship with the City of Aurora

In addition to the 1400 Dallas building, ACAD currently receives approximately one-third of its revenue from the City of Aurora in the form of an annual grant. Building rental fees comprise another 30% of income. This support has helped launch and sustain ACAD. The City of Aurora and ACAD collaborate on many initiatives including public art, facility development, beautification of the area and future planning. The City of Aurora also provides support in the form of capacity building.

Programming

The District is home to three major performance venues, Kim Robards Dance, Vintage Theatre Productions and the Aurora Fox Arts Centre. These venues, along with the 1400 Dallas building, have seen significant audience growth in recent years. ACAD also benefits from many visual artists and DAVA (Downtown Aurora Visual Arts) – an award winning youth art education facility. Over the past four years, the District has seen an annual growth rate in visitors of 48%. The District's high quality performing arts venues and theatre companies, along with DAVA, are a driving force behind growth.



Current context: Assets and Challenges continued

Artistic Community and Demand

The studios at 1400 Dallas are full. There is waiting list of 14 artists who are searching for studio/ gallery space in the District. Over the last few years, many emerging groups (Theatre Esprit Asia, Ignite, 5280 Artists Co-op, etc.) have made their homes in the District. Other regional groups regularly utilize ACAD partners and the 1400 Dallas space to present their work. This demand suggests a growing and positive reputation in the local artistic community.

Diversity

The District and surrounding area are home to significant socio-economic, racial and cultural diversity. ACAD and its many partners (Project Worthmore, 5280 Artist Co-op, Tonos Latinos, etc.) are actively engaged and highlight the diversity in this unique community. 80010, 80011, 80012 are some of Colorado's most diverse zipcodes). The district has worked hard to engage these groups in programming and participation in the arts and culture district-wide.

Recent and Potential Area Development

ACAD is developing strategies to leverage recent development in the area, including the Stanley Marketplace. The People's, Friend's and Pasternack's buildings could serve as additional creative locations, broadening District offerings and helping to meet current demand. The City of Aurora ArtSpace study will explore potential for artists' live/work space in the years ahead.



Challenges

Organizational Capacity

With a part-time Managing Director, and a modest-sized Board of Directors, ACAD is limited in organizational capacity. ACAD has various inactive board members and some who are nearing the end of their tenure. The Managing Director spends on an average 50% of his time on managing the 1400 Dallas building and organizational calendar. This leaves limited time to carry the strategic work of the District forward.

Organizational Sustainability

ACAD is largely dependent on the City of Aurora for funding. Major dependence on a single income source puts ACAD at risk. As a result of limited funding, marketing (a primary activity of the District) and other areas have suffered. The organization is under immediate pressure to develop a diverse, sustainable funding model. ACAD's early strategy was to apply for SCFD funding but through research it was concluded that ACAD's mission prohibits the District from qualifying for this funding stream. It should be noted that currently no art districts qualify for SCFD funding. Grants are being applied for regularly with some success but grand funding can be very competitive.

District Identity

Despite the addition of various public art projects in the last three years, ACAD still does not “look like an art District”. In particular, the lack of signage, lighting and the physical character of the Colfax corridor present major challenges.

Challenges continued

Public Perceptions of Safety

Despite recent improvements, many people still view the downtown area of Aurora as dangerous. Recent years have seen noticeable increases in the homeless population and panhandlers, adding to this perception.

Facilities

The 1400 Dallas building is in need of upgrades and is fully occupied. Other District facilities and venues are also full, and/or in need of improvements. The District cannot meet the current demand for studio, gallery, rehearsal and performance space.

Engaging the Local Community and Businesses

Northwest Aurora is one of the most diverse areas in Colorado, with a wealth of community assets. Unfortunately, efforts to engage the adjacent neighborhood have had limited success. While ACAD has made some attempts to engage the local business community, few businesses are active in the work of the District.

Current Programs and Services

There is a need to revamp ACAD's current services and programs. Future activities should: (a) include more local businesses and community members in planning and implementation; and (b) ensure activities have broad impact and are financially viable.

Planning Methodology

The first phase of the planning process included information gathering to inform decision-making. The following activities were undertaken:

1. Stakeholder interviews
2. A public, on-line survey
3. Interviews and planning with ACAD's Managing Director and President of the Board of Directors.
4. Historical document review, including past strategic plans, Board documents, budgets and marketing plans

The results were collated into a report for review by the members of planning group. (See appendix C)

The planning group met for a retreat in September 2016, during which the goals and primary activities of the plan were discussed and articulated. The plan then went through various drafts before adoption by the Board of Directors on November 27th, 2016.



The Strategic plan

Vision

The Aurora Cultural Arts District (ACAD) is a diverse and vibrant arts destination that embraces its urban heritage and drives economic growth.

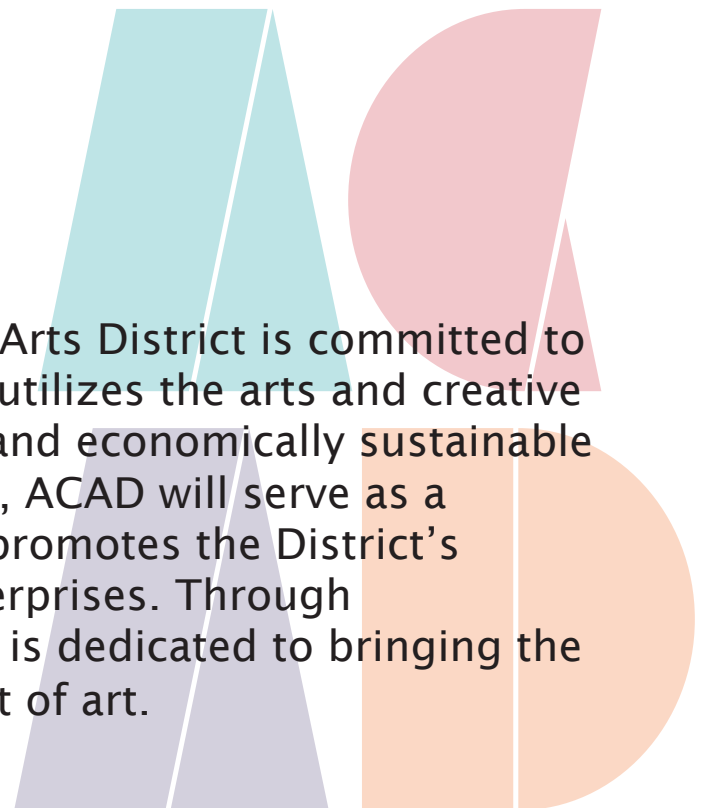
Mission

The Aurora Cultural Arts District's mission is to encourage artistic and cultural creativity through advocacy, promoting programs and activities, supporting our multicultural urban communities, and providing opportunities for diverse expression.

Values

- **Integrity**
- **Transparency**
- **Collaboration**
- **Inclusiveness**

Value Statement: The Aurora Cultural Arts District is committed to building a better downtown area that utilizes the arts and creative businesses to spur a vibrant, diverse and economically sustainable place. With integrity and transparency, ACAD will serve as a responsible steward that fosters and promotes the District's uniqueness and its many creative enterprises. Through collaboration and inclusiveness ACAD is dedicated to bringing the community together using the catalyst of art.





Our Goals 2017–2019

One: Build organizational capacity to ensure long-term sustainability

–Financial sustainability and strong leadership

Two: Enhance the District’s physical environment

–Visually distinguishable and able to accommodate growth

Three: Provide platforms to engage diverse communities and promote cultural assets

–Encourage collaboration, communication and engagement

Actions and Metrics Matrix

Goal 1: Build organizational capacity and ensure long-term sustainability

Strategy	Action	Timeline	Measurement	Outcome
Increase revenue to achieve revenue of \$92,750 by 2018	OBJECTIVE: Maximize income from 1400 Dallas	Ongoing	Increase income from the building by 25% by end of 2018 (total \$43,000)	
	Complete an audit of the building to assess efficiency, and current and projected needs	Q1 2017	Audit complete (Y/N)	
	Develop and implement physical improvement plan for 1400 Dallas	Q2-Q4 2017	Revise budget based on needed physical improvements (Y/N)	
	Develop plan and material to market 1400 Dallas as a rental space	Q2 2017	Plan complete (Y/N) Increase in # of building rentals	
	Assess feasibility on increasing current tenant and rental costs; increase costs	Q2 2017	Feasibility assessment complete (Y/N)	
	OBJECTIVE: Increase membership	Ongoing	Increase individual membership by 20% Increase business membership by 20%	
	Revamp membership benefits and outreach plan	Q1 2017	New benefits plan and outreach plan implemented (Y/N)	
	Coordinate with ACAD Stakeholder groups to offer "membership nights"	Ongoing	# of membership nights % of members attending a membership night annually	
	Develop and implement an annual fundraising event / award ceremony	Ongoing	Generate \$8,000 in a signature annual special event	
	Increase corporate sponsorship	Ongoing	Increase corporate sponsorships by 25%	
Revamp event sponsorship packets	Q1 2017	# of new corporate sponsors		

Goal 1: Build organizational capacity and ensure long-term sustainability

Strategy	Action	Timeline	Measurement	Outcome
	Set clear board goals for sponsorship; board secures new corporate sponsorships	Q2 2017 Ongoing	Board members reach out to # of new sponsors Board members secure # of corporate sponsors	
Investigate and implement other long-term revenue sources	Conduct feasibility study(ies) into long-term revenue sources: (Examples: Business Improvement Districts, Tax increment financing, New Market Tax Credit Program, Community Development Block Grants, Economic Development Administration Grants, Bond Funding etc.)	Q1-Q4 2017	Feasibility study(ies) complete (Y/N)	
	Secure support to fund and implement feasibility study(ies)	Q1, Q2 2017	MOU/agreement(s) in place (Y/N)	
	Develop decision-making process based on results of feasibility study(ies)	Q3, Q4 2017	Implement solution based on research (Y/N)	
Increase staff capacity to achieve mission	Develop additional organizational capacity through pro-bono support and a paid assistant	Q1 2017	50% of staff hours reallocated from building & calendar management to other functions (Y/N)	
	Develop plan to provide rent reduction and payment for managing the ACAD building and event calendar	Q1 2017	Tenant in place managing 1400 Dallas (Y/N) Staff member in place managing ACAD calendar (Y/N)	
	Create a multi-year volunteer plan focusing on 1. Fundraising and events / programming upkeep 2. Area/ building improvements. 3. Building 4. Membership outreach	Q2, Q3, Q4, 2017	Volunteers trained and active in each category (Y/N) # of active volunteers	
	Recruit, train and support volunteers			
Increase Board of Directors capacity to govern and achieve mission	Ensure diverse, vibrant, appropriate board composition	End of 2017	Board of directors is fully and appropriately staffed (Y/N)	

Goal 1: Build organizational capacity and ensure long-term sustainability

Strategy	Action	Timeline	Measurement	Outcome
Increase Board of Directors capacity to govern and achieve mission	Evaluate current board composition; develop and implement recruitment plan	Q1 2017	Recruitment plan exists (Y/N)	Board of directors is fully staffed (Y/N)
	Determine key differentials between ACAD Stakeholders group and ACAD Board of Directors; identify overlap and incorporate into recruitment plan	Q1 2017	Key differentials defined and articulated to Board and Stakeholder Group(Y/N)	Board and Stakeholder group are comprised of distinct individuals (Y/N)
	Implement term limits for chair positions; fill vacant seats	Q2 2017	Positions are filled with new individuals (Y/N)	
	Improve board performance	Ongoing	Board of directors achieve Board and committee goals (Y/N)	
	Implement board goal setting process; implement goal focused agendas to ensure meetings are productive and focused	Q1 2017	Board of directors have and execute goals (Y/N)	Board of directors review strategy and operational goals quarterly (Y/N)
	Develop and implement board committees, increasing organizational capacity	Q3, Q4 2017	Committees are in place, and operating (Y/N)	
	Provide yearly training for board members	Ongoing	# trainings % of board participation	
Maintain and strengthen partnership with the City of Aurora to advance support	Collaborate with the Office of Cultural Services and City Agencies to share resources and strengthen ACAD's capacity to implement mission	Ongoing	Monthly communication with the City of Aurora (Y/N) MOUs/Agreements in place for shared activities (Y/N)	
	Ensure those on City Council have first hand experience with District offerings	Ongoing	# City Council members who have engaged in the District offerings	

Goal 2: Enhance the District's physical environment

Strategy	Action	Timeline	Measurement	Outcome
Design low-cost interventions to improve the physical environment	Develop and implement sidewalk connector murals	Q4 2017- Q4 2018	District buildings are connected via sidewalk murals (Y/N)	
	Coordinate with local businesses to improve storefronts and showcase art on Colfax Corridor	Ongoing	5 local businesses showcase local art and/or have dressed window fronts	
	Coordinate with Stakeholder Groups to identify other low-cost physical improvements	Ongoing	# of physical improvements	
Improve signage, Wayfinding and Lighting	Coordinate with Stakeholders Group on fundraising plan for Wayfinding project; collaborate with the City of Aurora to complete the project	Ongoing Complete: End of 2018	Wayfinding project fully funded and implemented (Y/N)	
	Develop and distribute additional District location markers in conjunction with the stickers	Q4 2017- Q1, Q2 2018	All members display ACAD marker and/or sticker (Y/N)	
	Continue to coordinate with City of Aurora on Lighting Project	Ongoing	Lighting project implemented (Y/N)	
Collaborate with the City of Aurora to ensure facilities meet current and future demands	Coordinate with the City of Aurora on the ArtSpace Project	Ongoing	ArtSpace Space Project is on schedule (Y/N)	
			Agreement/MOU on ACAD's involvement (Y/N)	
	In conjunction with ACAD Stakeholder's Group, develop communication system to advise the City of Aurora on facility requests and needs	Q3 2017 Ongoing	# of facility reports submitted # of facility improvements completed	
	Continue collaboration on Pasternacks, Friends, Peoples, Soul Center Buildings to provide additional rehearsal, performance, studio and gallery space	Ongoing	Regular monthly communication with City parties (Y/N) Agreements/ MOUs on ACAD's involvement (Y/N)	

Goal 2: Enhance the District's physical environment

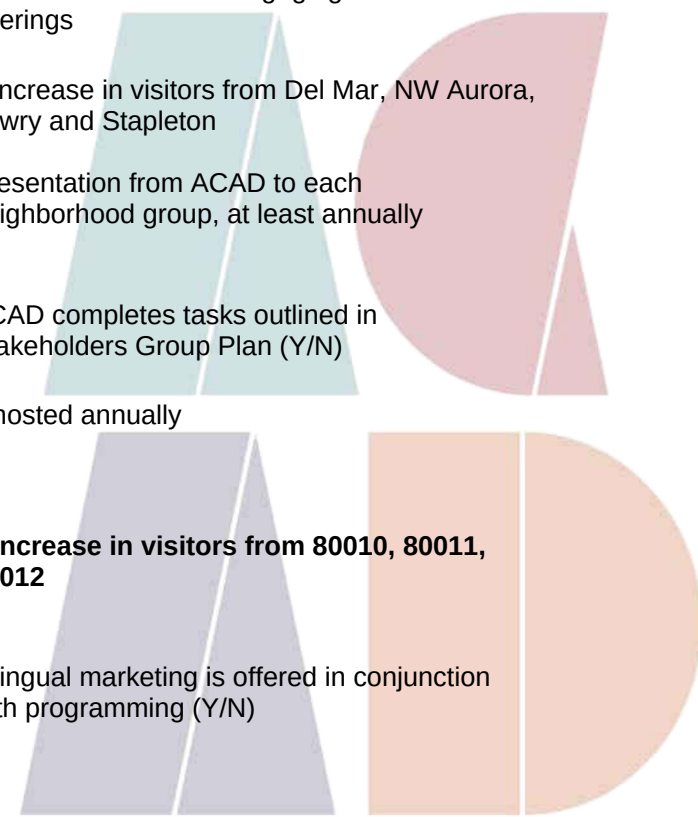
Strategy	Action	Timeline	Measurement	Outcome
Provide public art that is community driven, cost effective and done in collaboration	Coordinate with City of Aurora Cultural Services Division to plan and implement any new public art projects	Ongoing	Public art projects are cost-effective and done with support of the City (Y/N)	
	Create a process to evaluate and vet District mural art projects	Process developed: Q2 2017 Ongoing: vetting and approval	All new mural art projects are vetted and approved by ACAD Board of Directors(Y/N)	



AURORACULTURE.ORG

Goal 3: Provide platforms to engage diverse communities and promote District's cultural assets

Strategy	Action	Timeline	Measurement	Outcome
Foster relationships with existing and new area partners	Coordinate with the Stanley Marketplace to provide exhibition and marketing at Stanley site	Q1, Q2 2017 Ongoing	Agreement in place (Y/N) Regular monthly communication with Stanley (Y/N)	
	Coordinate with at least one major area entity (Children's, Anschutz, Stapleton) to develop and/or coordinate on shared programming	Q1 2018 Ongoing	Agreement in place (Y/N) Program developed and implemented (Y/N)	
	Coordinate with 'Fax Aurora to meet business owners, understand their needs and engage with District offerings	Ongoing	# of meetings with area business owners # of business owners engaging with District offerings	
	Collaborate with Del Mar Neighborhood Association, Northwest Aurora Neighborhood Organization, Lowry Neighborhood and Stapleton Neighborhood Association; utilize these relationships to increase visitors to the District	Ongoing	# increase in visitors from Del Mar, NW Aurora, Lowry and Stapleton Presentation from ACAD to each neighborhood group, at least annually	
	Participate in the work of ACAD Stakeholders' group	Ongoing	ACAD completes tasks outlined in Stakeholders Group Plan (Y/N)	
	Host quarterly socials or community meetings.	Ongoing	4 hosted annually	
Engage those who live in the direct community with art and culture offerings	Increase participation from surround area (80010, 80011, 80012 area codes) in District offerings	Ongoing	# increase in visitors from 80010, 80011, 80012	
	Provide targeted, bilingual marketing to community members	Ongoing	Bilingual marketing is offered in conjunction with programming (Y/N)	



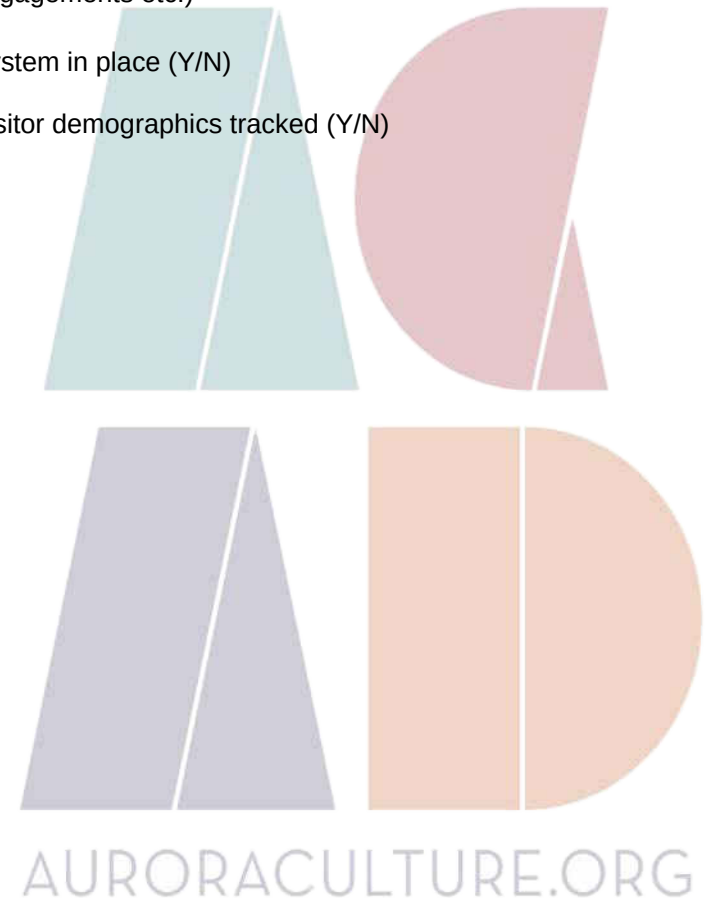
Goal 3: Provide platforms to engage diverse communities and promote District's cultural assets

Strategy	Action	Timeline	Measurement	Outcome
Redesign annual District-wide art event	Identify and engage community leaders and service providers to understand local needs and increase participation in the District	Q1- Q4 2018	# of meetings held with local community leaders and service providers Document detailing community needs (Y/N) Document shared with ACAD groups and used to inform ACAD program planning (Y/N)	
	Fund and implement refugee/ immigrant arts mentoring program	Q1- Q4 2018	# of local immigrant/ refugee artists mentored by ACAD	
	District-wide art event generates income and serves a broad audience	Ongoing	Event generates income for ACAD and partner groups (Y/N) # of visitors to District during event # of visitors during event to ACAD partner groups	
	Re-envision the Art Festival with an eye towards organizational capacity, costs, and desired outcomes	Q1 2017	New plan for event developed (Y/N)	
	Coordinate and solicit support of local businesses to plan and execute event	Q1 2017, ongoing	# of local businesses involved in event	
	Coordinate with performing arts groups showcase their work in an annual event	Q1 2017, ongoing	# of performing arts groups involved in event # of visitors to performing arts groups during event	
Promote and market ACAD and ACAD partners to increase visitors and engagement with district	Grow ACAD's web and social media presence	Ongoing	# of subscribers to ACAD's mailing list # increase in social media analytics (likes, engagements etc.)	



Goal 3: Provide platforms to engage diverse communities and promote District's cultural assets

Strategy	Action	Timeline	Measurement	Outcome
Promote and market ACAD and ACAD partners	Develop and distribute paper ACAD guide (Possibly collaborate with the City of Aurora's current guide)	Q1-Q2 2018	ACAD guide designed and printed (Y/N) # distributed	
	Develop and distribute ACAD paper promotional piece	Q1 2017	ACAD promotional piece designed and printed (Y/N) # distributed	
	Assess paid advertising opportunities, implement yearly paid advertising plan	Q3 2017	Paid advertising in place # increase in social media analytics (likes, engagements etc.)	
	Develop system to improve data tracking on visitor demographics	Q3,Q4 2017	System in place (Y/N) Visitor demographics tracked (Y/N)	





Acknowledgements:

The Aurora Cultural Arts District planning process was made possible thanks to:

Aurora Cultural Arts District Board:

President: Bob Hagedorn, former CO State Senator, writer and consultant

Vice President: Satya Wimbish, Trash As Art

Secretary: Margaret Turco, Aurora Laser Designs, Resident

Treasurer: Mike Spinelli, Citywide Banks

Doug Adams, Cornerstone Equity

LaRana J. Skalicky, Kim Robards Dance

Craig Bond, Vintage Theatre

Tony Chacon, The City of Aurora

ACAD stakeholder support and input:

Charles Packard, Aurora Fox Arts Center

Maria Cheng, Theatre Esprit Asia

Peter Trinh, Theatre Esprit Asia

Susan Jenson, Downtown Aurora Visual Arts

Stephanie Hancock, 5280 Artists Co-op

Skip Noe, The City of Aurora



Appendix A: Monitoring the Plan

To ensure the strategic plan is monitored and implemented, the Board of Directors will review the plan quarterly. The Managing Director will review the plan regularly and incorporate it into weekly work plans.

Process

Two weeks before each quarterly review board meeting, the Managing Director completes the plan dashboard and shares it with the President of the Board of Directors. The Chair comments and discusses progress.

The Board of Directors will receive the updated tracking dashboard one week before each quarterly review board meeting. The Board President and Managing Director will lead the Board through discussions and planning based on the results.

The dashboards and ensuing conversations will be used to inform planning and activities. They should also be reviewed during the annual Board and Managing Director evaluation process.

Appendix B: Resourcing the Plan

Note- these budgets are based on rough projections. ACAD's budget will be developed annually by the Managing Director with the support of the Board of Directors.

Revenue:

Source	2017	2018
TIFF District - pending	0	0
City grants	20,000	20,000
Foundation grants	10,000	10,000
Board member contributions	500	1,000
Corporate support	2,000	3,000
Membership dues	1,500	2,250
Sublet studios	32,000	36,000
Event space rental	5,000	7,000
Fundraising event	5,000	8,000
Arts event	1,500	1,500
Event sponsorship	3,000	4,000
Total:	\$80,500	\$92,750

Expenses:

Source	2017	2018
Contract staff costs (<i>managing director/ building assistant</i>)	39,000	42,000
Special event costs (<i>gala, art event, quarterly meet- ups</i>)	1,000	3,000
Building expenses	19,000	20,000
Guide, Advertising, Promotion, Printing, Signage	7,500	8,000
Other program costs	1,850	2,500
Signage/Wayfinding/Murals	3,000	5,000
Other business costs	1,500	1,500
Accounting	3,000	3,000
Total:	Current: \$75,850	Current: \$85,000



Appendix C: Summary of stakeholder input



Pre-strategic Planning Report

Purpose: This document will guide conversation and decision making during ACAD's strategic planning work.



Stakeholder Research

Methods:

During August 1, 2016- September 12, 2016 Purpose Aligned Consulting conducted ten individual interviews and 18 people responded to an on-line survey. Respondents included board, staff, ACAD art and culture organizations, building tenants, city employees, and business and community members. Additional input came from the planning document developed by the ACAD Stakeholders Group (DAVA, Vintage Theatre, Kim Robards Dance, TEA, ACAD, and Ignite).

Major themes:

1) Developing a sustainable funding model

As the City of Aurora reduces support, ACAD is under immediate pressure to develop a sustainable funding model.

“Securing funding is a necessity.”

- 100% of interviewed and 65% surveyed identified funding as a top concern.

Strategies: Develop and engage local businesses, increase membership, generate income via current resources (i.e. ACAD building and programming), SCFD, a business improvement district, tax district or other long-term government source.

Issues: Limited strategy for fundraising, limited staff time, limited relationships with local business, program/membership/building do not generate enough income, not enough board giving/ fundraising.

2) Looking like an art district

Improving the physical environment was a top priority.

“Number one challenge? The appearance of the neighborhood.”

- 100% of interviewees discussed improving the physical environment

Strategies: Wayfinding, signage, lighting, cleaning up and maintaining the Colfax Corridor.

Needs: 12 people saw the need for additional studio and rehearsal space, 14 for visual arts galleries, 9 for increased amenities (restaurants, bars, etc.)

Eight discussed improvements to the ACAD building. These included physical improvements, and better utilization of the space to increase use and revenue.

3) Human resources

Board: 100% of board and staff surveyed mentioned board development as priority.

“The board is good, but many are burned out”

- 70% of board/staff discussed a need to recruit additional board members
- 50% of interviewees expressed a need to rotate the board chair position

Other Strategies: Improve board composition, enact term limits, provide board trainings, set clear goals, ensure meetings are productive, and improve fundraising.

Staff: The Executive Director was mentioned as a primary strength of the organization. However, four respondents indicated that staff limited hours paired with the ED's time spent managing the building was a hindrance to ACAD's success.

Volunteers: Five respondents indicated that volunteers are an untapped resource.

4) Engaging the community

North West Aurora has many unique cultural and community assets. Respondents mentioned the opportunity for ACAD to better leverage and highlight these assets.

"This is a great community, but we don't see these people in ACAD."

- 51% of respondents would like ACAD to engage more with the North West Aurora community
- 15% would like more outreach to Lowry and Stapleton

Strategies: Multilingual/ multicultural programs, targeted marketing, work with community leaders to solicit volunteers/ board members, engage with local businesses, and coordinate with area service providers.

5) Relationship with the City of Aurora

ACAD's advocacy with the City of Aurora is a primary role and strength of the organization. Ongoing advocacy and marketing is needed ensure that the City and the City Council understand the benefits of the district.

"Support from the City (is one of ACAD's strengths)."

ACAD might be moving from the Office of City Planning to the Office of Cultural Services in 2017. This will create more opportunities for shared marketing, programming and additional spaces for advocacy. It could also create competition.

6) Programming and services

Participants pointed to the strength of the district's performing arts groups. However, ACAD provides little direct programming.

- 80% of interviewees and 51% those surveyed would like additional programming



Strategies: Programs that generate income, programs targeting local community, additional types of programs (i.e. comedy, visual arts) services/ programs for artists (i.e. capacity building workshops), community engagement programs (i.e. neighborhood meet-ups)

Art Festival: While many saw value in a large-scale event, 44% of pointed to overhauling or discontinuing the Arts Festival. Reasons: lack of community involvement, poor attendance, expensive, resource intensive, and proximity to Fall Festival.

“The Art Festival (...) needs to be modified.”

7. Marketing

Changing public perception of the area is an ongoing challenge. Marketing must work to address this, as well as drive more people to events.

- 80% of interviewees identified the need for more targeted, focused marketing

“Marketing has been about events. We need to find a way to package all the assets of the district.”



ACAD and Other Community Initiatives

1. Stanley Marketplace

Identified as both an opportunity and potential threat, the Stanley Marketplace houses 50 local businesses including restaurants, bars, and small businesses. It is located just 10 blocks from ACAD at 2501 Dallas.

Possibilities for ACAD: three temporary spaces, a kiosk for ACAD marketing, curating art in the hallways.

2. Live/ Work Space Study

ACAD is helping facilitate a market study on artist live/work spaces in the district. The City is leading the study. During Q4 2016 and Q1 2017, ACAD will organize public input sessions, share information and attend meetings. If approved, ACAD will be a partner in this project.

4. Lighting and Wayfinding

Lighting: New lighting in the district is has been approved. Installation has started and will take place over next two years. The City is overseeing this work.

Wayfinding: The plan is complete and the City has agreed to pay half of total costs. ACAD is searching for ways to fund the rest.

5. Other facilities

Friends' Building: The building is for sale. Tracy is working on business plan for the City to improve and turn into studios/galleries or live/ work spaces.

Sam Marcos: ACAD could do window dressing, helping to improve the appearance of the Colfax corridor.

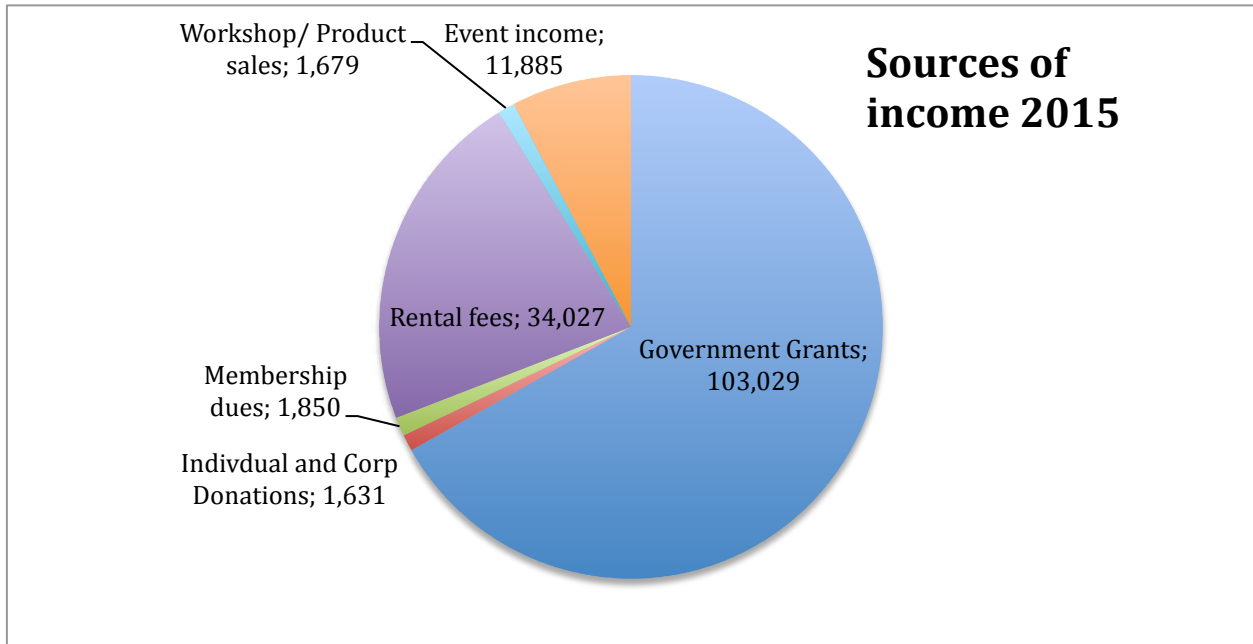
People's Building: The City is finishing improvements, likely will be complete at the end of 2016. Still unsure how building will be managed, but it will be a performing arts/ rehearsal space.

Pasternacks Building: Could be completed for studios/galleries and/or live/work space. ACAD has collected and submitted artists' statements of interest.

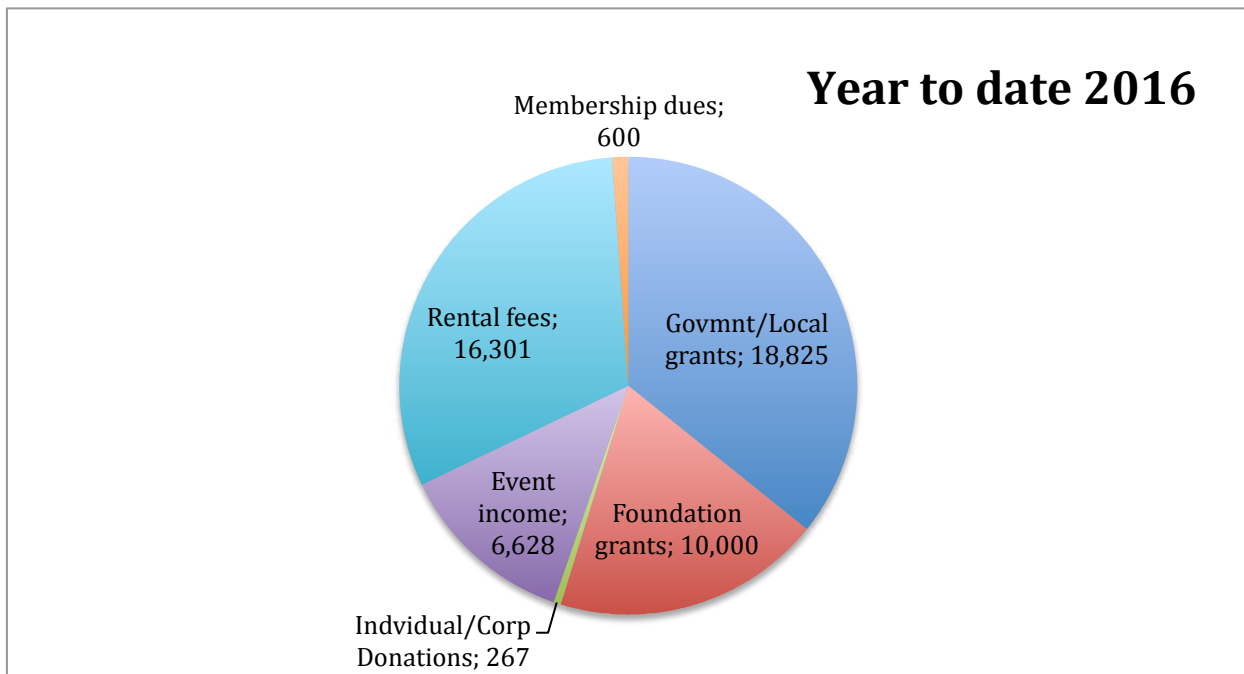
AfrikMall: Potential to use 3rd floor for theatre groups. This would be self-running, but could lessen some of the pressure currently facing the ACAD building.



Aurora Cultural Arts District- Sources of income



2015: \$154,101



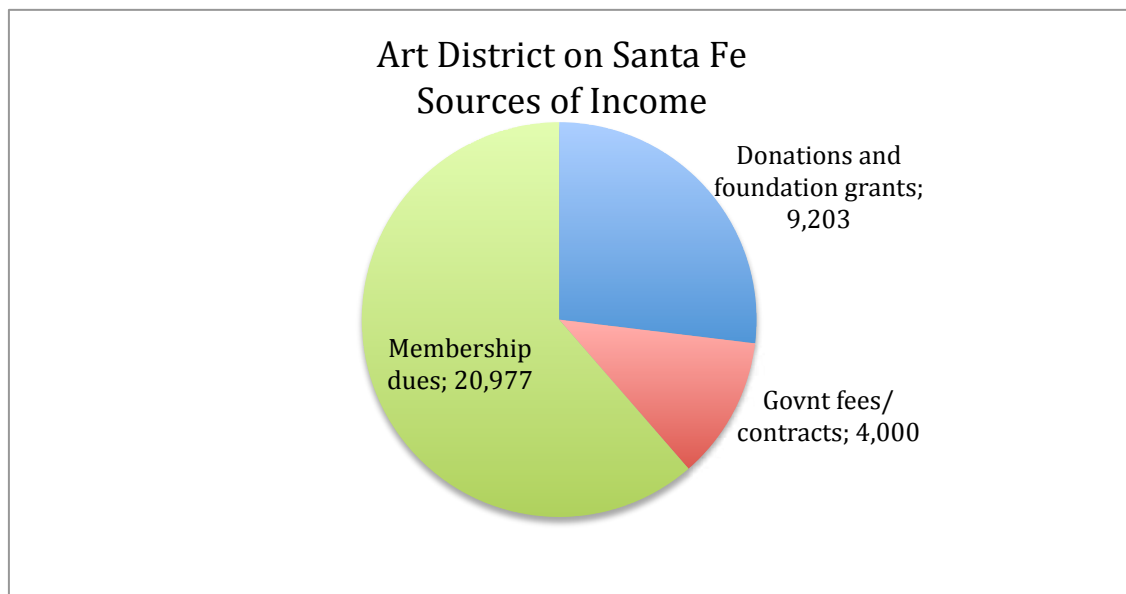
2016 year to date: \$52,642 (total budget \$71,167)



What are other districts doing?

**The information below comes through art district websites and annual reports. Financial information comes from annual reports, 990s, and Guidestar.*

Arts District on Santa Fe. Founded 2003.



Budget 2015- \$34,180

Programs/ Services:

1. First Friday Art Walk: A monthly gallery walk in the Art District on the first calendar Friday of each month. There is a free guided-shuttle coach.

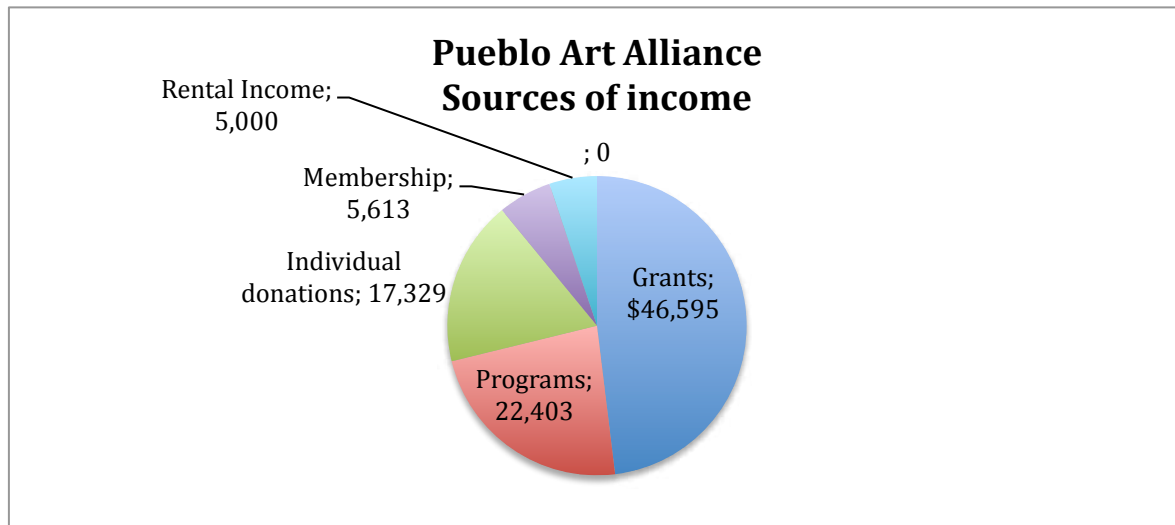
2. Marketing: Website and social media

3. Partnerships: Works with other neighborhood organizations such as NEWSSED and the Business Improvement District to improve the area. For example, the ADSF and NEWSSED split the cost of the street banners; the BID teams work with the district to tackle graffiti and to beautify the streets and sidewalks.

**Many attribute Santa Fe's success to studio and gallery owners purchasing buildings (as opposed to renting) in early/ mid 2000s. Organization is all volunteer run.*



Pueblo Arts Alliance. Founded 2009



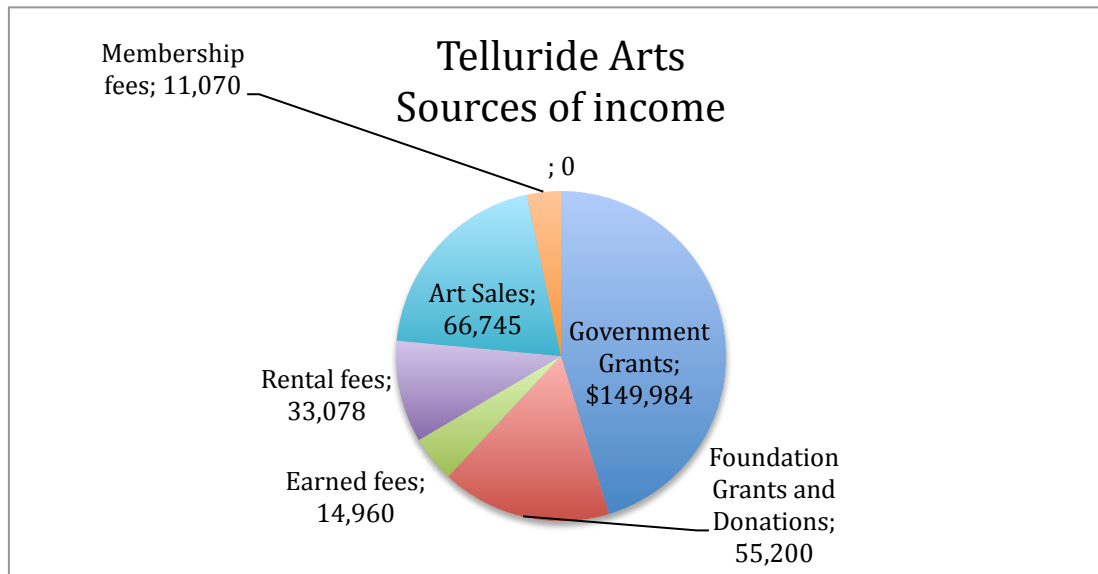
2015 budget: \$97,123

Programs/ Activities:

1. Pueblo's First Friday Art Walk
2. ARTshop: Providing creative industry related workshops
3. Yule Love It Downtown, Holiday Art & Shopping Crawl: Performing artists placed on the shopping streets to create entertaining shopping experience during the holidays.
4. Pueblo Creative Corridor: Administrators of the state certified creative district in partnership with Pueblo Urban Renewal Authority and the City of Pueblo.
5. Street Beat Summer Arts Festival: Street performance festival.
6. Backstage Pass: This annual fundraiser and celebration benefits the arts, culture, and history of Pueblo with live music, a silent auction, and the Pueblo Arts Awards.
7. Manage Pueblo Art Alliance Building: 16,000 square foot multiuse building, studio and creative business retail space. 22 tenants.
8. Arts marketing via website and print



Telluride Arts. Founded in 1971



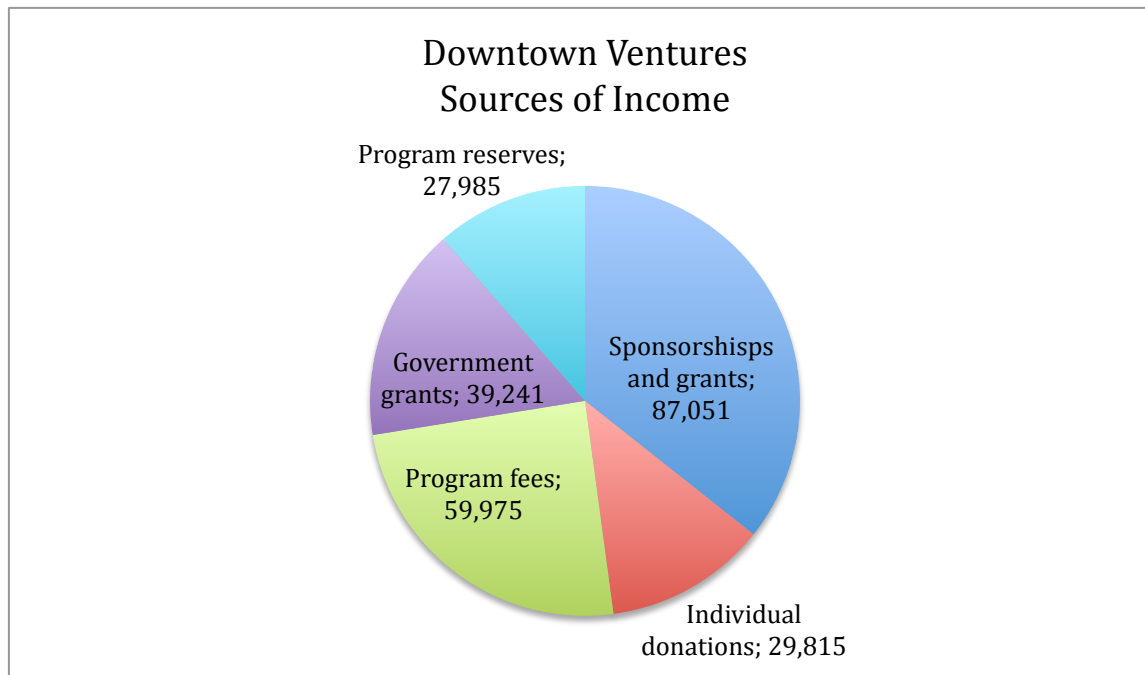
2014 Budget \$331,037

Programs/ Activities:

1. Telluride Monthly Art Walk
2. Art+ Architecture weekend: Annual restaurant and architecture tour (fundraiser)
3. Twenty (By) Telluride: Annual event introduces artists through slide presentations
4. Small grants for artists: Grants of \$300 to provide Artists to Artist workshops
5. Screen Printing labs: Artist pay to use screen printing labs
6. Holiday Arts Bazar: Hosts annual holiday sale.
7. Youth Artist mentoring: Young artists mentoring program
8. Studios for students: Students receive reduced cost for studio space
9. The Umbrella Program: Serves as fiscal sponsor for small, newer organizations
10. Telluride Wayfinding Plan: Lead on wayfinding work
11. Arts marketing: Website and Print
12. Manage five studios and galleries for the Arts: The Warehouse, The Stronghorse Studio and Gallery, Gallery 81435, Soul and Matter Gallery



Downtown Colorado Springs. Founded 1998.



2015 Budget: \$244,040

The whole of Downtown Colorado Springs is a CCI certified art district with an annual budget of over \$3M.

There are three branches of this partnership- two downtown tax districts (the Greater Downtown Colorado Springs Business Improvement District and the Downtown Development Authority) and Downtown Ventures, a 501 c3 just responsible for arts programming and public art.

Downtown Ventures programming:

1. Downtown Sunday Market
2. First Friday art walks: Monthly
3. Starlight Cinema outdoor movie screenings
4. Walking tours through Core Culture series
5. Photography walk
6. Ice skating rink management
7. Public art projects