

Colorado Creative Industries (CCI) – Strategic Performance Plan 2017-2020

Executive Summary

In Fiscal Year 2012, the Creative Industries Division of the Colorado Office of Economic Development began a strategic planning process that aligned with the extensive Governor’s Blueprint for Economic Development. Representing one of 15 defined key industries, CCI was part of a team composed of representatives of a dozen state agencies that traveled more than 6,000 miles to gather input from every corner, valley and plain that make up Colorado. More than 5,000 Coloradans, from all 64 counties, were engaged in developing a comprehensive and collaborative planning process.

CCI worked in each region to engage cultural nonprofits and the individual artists in the process. The broader public was also engaged through online surveys and opportunities for comment. During this process, CCI extended its existing plan through 2016, and worked on integrating the goals and desired outcomes with the larger OED vision. The resulting [Colorado Blueprint](#), the current [Blueprint 2.0 activities](#) (which includes the [Call Yourself Creative](#) initiative), along with a subsequent performance management framework and metrics, gave Colorado Creative Industries a new planning structure and metrics that aligns existing efforts and identifies opportunities for growth and strategic investments.

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Office of Economic Development Mission: To advance a thriving and vibrant Colorado

CCI Vision:

Support and expand the impact of creative industries, artists and entrepreneurs, connecting communities to advance a thriving and vibrant Colorado.

Goals:

- Non-profit and for-profit creative businesses, artists and creative entrepreneurs will have increased access to financial support, skill development, leadership training and professional networking.
- Colorado will be recognized as a premier creative hub—a home for world-class creative businesses, productions and experiences.
- Opportunities for arts learning and creativity skills development will be available to Colorado youth to help them succeed in school and to be better prepared to enter the workforce, and to Colorado adults, in support of lifelong learning.
- Local and regional governments, private enterprises, foundations and coalitions will expand professional and financial support for creative businesses and cultural and artistic programs in their communities.
- All Coloradans will have access to creative environments and experiences.
- Colorado’s unique cultural heritage will be preserved and promoted.

CCI Strategic Policy Initiatives (SPIs)/Objectives:

SPI #1: Catalyze champions for creative sector engagement by investing in community leaders.

Outcome Measure: *Engage, train and provide networking for 20 community leaders per year through 2020.*

Strategies:

- Support expansion and/replication of the Change Leader program model to encourage and model collaborative work among the creative sector and a variety of other community leadership
- Empower Change Leaders and their community partners to support nonprofit and for profit organizational capacity building
- Prioritize leadership support in under-resourced populations and rural areas of the state
- Incorporate youth advisors into planning and implementation of leadership activities and initiatives

Programs & Services:

- **Change Leader Institute and Certification Program:** The Change Leader Institute and Certification program better equips cultural and civic leaders to manage environmental and organizational change by developing leadership skills create a support and mentoring network to reduce geographic isolation and become catalysts for change in their communities. Primary targets are diverse community activist-leaders representing underserved rural and urban populations across Colorado and the communities in which they implement the concepts they learn in the institute.
- **The Annual Creative Industries Summit:** The CCI Summit, held in the spring of each year, is for people interested in learning about resources in Colorado, networking with leaders in creative industries and building leadership skills and engages hundred of artists and arts activists.
- **The Governor’s Creative Leadership Award** recognizes individuals in the state who are making a difference in people’s lives through leadership in the strategic use of the arts in lifelong learning, human and social services and community-based projects.

SPI #2: Sustain current and develop new collaborative partnerships and shared vision among state agencies, foundations and local community leadership to expand opportunities for creative sector entrepreneurs and artists.

Outcome Measure: Increase current partnership and collaborative projects by 40% by 2020

Strategies:

- Further develop the Space to Create initiative to build and sustain affordable artist live/work space in rural Colorado
- Facilitate certification and sustain support for Certified Creative Districts
- Sustain and develop new partnerships to identify and support the needs of the creative sector across the state
- Partner with arts education and youth development organizations to support youth voice, engagement and education in the arts and creativity

Programs & Services:

- **Space to Create Colorado:** Space to Create is the first state-driven initiative for affordable live/work space for artists in the nation. The purpose is to develop affordable housing and work space for artists and arts organizations and to position Colorado as the nation's leader in artist-led community transformation in rural communities. Space to Create, led by Colorado Creative Industries, partners with the Colorado Department of Local Affairs, the Boettcher, Gates and El Pomar foundations, History Colorado and a non-profit housing development expert, Artspace. The partnership is currently

facilitating the development of nine projects in eight rural Colorado regions over the course of four years.

- **Arts in Society Grants:** Arts in Society is a collaborative grant making program established by Bonfils-Stanton Foundation, Hemera Foundation and Colorado Creative Industries in partnership with RedLine Contemporary Art Center. This program, which launched in early August of this year, is designed to build capacity for social practice projects that implement artistic excellence to engage social issues. This program has an expressed mission to foster cross-sector work through the arts and to build capacity for social practice projects that implement artistic excellence to engage social issues in communities across Colorado.
- **Education Partnerships:** Education Partnerships support the cultivation of creativity and innovation in K-12 and higher education through strategic partnerships. Initiatives include program development, advising, mentoring and grant support to in-school and out-of-school time activities for youth based in high quality arts education and integration. Primary impact is targeted toward Colorado youth, with an emphasis on high poverty and/or rural youth and students from small communities. Direct grants to schools and educator professional development in arts integration are achieved through a long-term partnership with Think360 Arts, while support of standards-based arts education in the P-12 classroom is achieved through partnership with the Colorado Department of Education, a coalition of statewide arts discipline organizations and additional community arts partners.
- **Poetry Out Loud:** Poetry Out Loud is a National program supporting the learning and recitation of classic and contemporary poetry for high school age youth, with school, state and national competitions. The program is managed through a partnership with the National Endowment for the Arts and the Poetry Foundation and local partnership with Lighthouse Writers Workshop.
- **Colorado State Poet Laureate:** The Colorado State Poet Laureate supports the selection and promotion of a state poet laureate for a four-year term through a partnership with Colorado Humanities. An outgrowth of the program is a new sponsorship of a Denver Area Youth Poet Laureate, now in its first year.
- **Alliance for Creative Youth Development:** Alliance for Creative Youth Development is CCI's support of a cadre of ten Colorado organizations supporting creative youth development through convening and supporting program evaluation. The Alliance is currently building a youth advisory council.
- **Native American After-school Arts Program:** A partnership with Jefferson County Public Schools Office of Student Engagement and Indian Education and the Colorado Commission of Indian Affairs, the program places Native artists into an after-school and summer program in five schools, targeted at Native American and Indigenous youth.

SPI #3: Build significant and sustained investment in the creative sector.

Outcome Measure: Provide an average number of 200 direct awards, financial incentives and referrals annually to creative organizations, businesses and entrepreneurs through June of 2017.

Strategies:

- Provide direct funding to nonprofit organizations, arts partnerships and creative entrepreneurs
- Leverage financial incentives and promote business opportunities for the creative sector
- Drive positive economic and quality of life impact through Creative District Certification
- Confer stewardship and expertise upon statutory programs supporting arts and cultural vitality

Programs & Services:

- **Colorado Creates:** Colorado Creates grants are general operating support for organizations and communities to produce arts and cultural activities, impacting people in all regions of the state and enhancing the quality of life. Efforts are made to ensure distribution of funds throughout the state, with a specific goal of increasing investment in rural communities.
- **Career Advancement Awards:** Reimbursable, matching funds up to \$2,500 support Colorado creative entrepreneurs and artists to help stimulate their commercial creative business. The goal is that awardees will achieve tangible business benefits such as increased revenue, new audiences or improved management practices.
- **SBDC Scholarships:** Scholarships provide support for increased business acumen to artists, creative entrepreneurs and creative small business to help stimulate their business or increase monetization of their creative ideas.
- **Creative District Certification:** The Creative District Certification process focuses on defining specific geographic areas that can attract artists and creative entrepreneurs to a community, infuse new energy and innovation and enhance economic and civic capital. Creative Districts are hubs of economic activity, enhancing the area as an appealing place to live, visit and conduct business, as well as generate new economic activity. Program support offers selected communities access to financial and technical support and networking and training programs. Primary recipients are Colorado communities, including local government entities and nonprofit cultural organizations within and surrounding the Certified Creative Districts.
- **Creative District Community Loan Fund:** Creative District Community Loan Fund provides capital to Certified Creative Districts for infrastructure and property development through low interest loans.
- **Call Yourself Creative:** Call Yourself Creative is a free program for any community or district in Colorado aimed at strengthening a community's ability to support the development of the creative economy, and work towards formal Creative District certification.
- **Colorado Music Strategy:** The Colorado Music Strategy is a community-based partnership aimed at developing Colorado's brand as a premier music destination nationally and internationally. It advances career opportunities for musicians through

strategic promotion of resources for music industry development including music licensing and royalties.

- **Art in Public Places** (*1% for Art in Capital Construction Projects*): Art in Public Places is applied to state buildings being constructed or renovated and legislated for the acquisition of public art. The primary recipients are the students, faculty and visitors to the public institutions enhanced by the public artworks along with artists commissioned or providing artwork for purchase.
- **The Creative Capitol Program**: The Creative Capitol program brings permanent and rotating art exhibitions by Colorado artists to the state capitol building, celebrating Colorado's rich creative economy and sharing it with Coloradans.