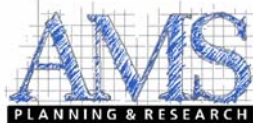


Cultural Plan
for
Douglas County, Colorado



September 2002



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Introduction

Background

Douglas County

Virtually in the geographic center of Colorado, Douglas County is approximately 844 square miles (540,000 acres) of striking natural beauty in its mountains, foothills, and plains. According to Census 2000, Douglas County's 191% population increase between 1990 and 2000 made it the nation's fastest growing county for the decade (based on percentage change). Douglas County is strategically located between Colorado's two largest cities: Denver and Colorado Springs. Approximately 80% of its workforce commutes to jobs and offices in these urban centers.

The County's strength, in the middle of the Denver/Colorado Springs corridor, comes from a perfect blend of quality lifestyle and business environment. Recreational facilities include over 146,000 acres of Pike National Forest, two state parks (Roxborough and Castlewood Canyon), a state recreation area (Chatfield), and numerous county, municipal, and local parks, trails, and open spaces. The pioneer spirit and eternal beauty of the mountains, foothills, and plains remain in Douglas County

Douglas County Cultural Council

The Douglas County Cultural Council (DCCC) is a 9-member volunteer body consisting of county residents appointed to three-year terms by each of the county's elected commissioners (three appointments for each commissioner). The primary role of the DCCC, and the original reason for its creation, has been to



determine the distribution of Tier III sales tax proceeds as provided for by the regional Scientific and Cultural Facilities District.¹

The Council was also charged with “promoting long-term development and diversity of the scientific and cultural resources available to residents of Douglas County.” In its own strategic planning process prior to commencement of this cultural plan, it developed an outline of its mission and goals, as follows:

Mission: To serve a diverse citizenry through access, research and communication thereby facilitating the development of cultural opportunities in the arts, sciences, and history.

- Goal 1 – Identify cultural priorities of Douglas County citizens and communities
- Goal 2 – Expand the awareness of arts, sciences, and history in the county
- Goal 3 – Create a countywide environment for arts, sciences, and preservation of history to flourish
- Goal 4 – Preserve and enhance the unique character of Douglas County

Cultural Plan

In September 2001, the Douglas County Cultural Council issued a Request for Proposal for a cultural planning consultant. After reviewing submissions from four consulting firms, the Council selected AMS Planning & Research (based in Connecticut, with offices in St. Louis and northern California) to lead the planning process. The project commenced in the fall of 2001 with a meeting of the Cultural Council, including participation from its county-appointed staff member (Mr. James van Hemert, Chief Planner for Douglas County) to discuss

¹ SCFD monies are derived from a tenth of a cent sales tax in Adams, Arapahoe, Boulder, Broomfield, Denver, Jefferson, and northern Douglas counties. The SCFD provides funding to three “tiers” of cultural organizations based on budget size and other criteria. Tier III funding (approximately 13% of the total funds collected) is “re-granted” to organizations who apply for funds through a volunteer cultural council in each county. Only the northern section of Douglas County is included in the District (co-terminus with Regional Transit District [RTD] boundaries); the DCCC awarded \$167,000 in 2001 to groups based in the northern communities of the county (e.g., Parker and Highlands Ranch) and to other cultural organizations in the Metro Area that provide cultural activities in the portions of Douglas County located within the District.



appointment of a volunteer Steering Committee and recommend candidates for key leader interviews.

Planning Committee

After discussions with county staff, an ad hoc Steering Committee was established consisting of members of the Douglas County Cultural Council, county staff, representatives of arts and cultural organizations, and selected community leaders representing local schools, municipalities, and businesses. An initial meeting was held to finalize the scope of work for the planning process and elicit expectations from the planning committee members.

Research Methodology

AMS's research for the Cultural Plan consisted of **interviews** with community leaders, elected officials, and key individuals representing organizations and agencies whose missions were deemed to be relevant to the goals of the planning process. The consultants also visited many of Douglas County's arts, cultural and historic sites and facilities including Parker Mainstreet Center, Douglas County Events Center, Cantril School, Cherokee Ranch, Highlands Ranch Mansion, Daniels Park, and others.

A **market analysis** (involving demographic and lifestyle profiles) was undertaken covering the primary trade area (Douglas County) and the Denver metro area. Written **surveys** were distributed to and collected from arts and cultural **organizations** from lists provided by the Douglas County Cultural Council and SCFD. A **public intercept survey** involving in-person interviews with nearly 200 residents of Douglas County was undertaken by county staff members and volunteers to assist in assessing community attitudes and opinions with respect to the county's existing and future arts and culture resources.

A series of **focused group discussions** (town meetings) were then held with specific interest-area groups in various areas of the county. A **Town Meeting** was also held during which any and all topics relevant to the cultural plan were open for public comment.

Plan Format

As a result of input received from these meetings and the findings from consultant research, the Cultural Plan Steering Committee held two additional meetings to develop the goals, objectives, funding and implementation recommendations contained in this document. The Plan begins with goals (broadly-worded statements of intent) and objectives (strategies, tactics, and tasks by which to accomplish the goals), along with recommendations for specific implementation steps where appropriate. A subsequent section is devoted to implementation and outlines funding needs and organizational structures that



will be required to implement the Plan. An appendix provides a summary of research undertaken for the planning process.

The Cultural Plan is the result of input received from almost 400 people during the duration of the planning process, and as such, represents the collective direction of the county’s arts, cultural, and heritage communities and key leaders representing other sectors of the county. The Douglas County Cultural Council members, county staff, and volunteer Committee members who crafted this document have intended to reflect and respond to those needs and visions identified by the community. Volunteers involved in the planning process contributed more than one thousand hours towards the creation of the Plan. Augmented by the assistance of professional staff and consultants, this final Plan document is intended to serve as a vital blueprint for the future development of Douglas County’s arts, cultural, and heritage assets.

Vision

The Cultural Plan is grounded in a belief that a true public/private partnership will be an essential aspect of its implementation. The participation of private funders, businesses and corporations, volunteers, non-profit arts and cultural organizations, local governments, school and library districts and others, will be necessary for implementation of this Plan. Its ultimate success will be shepherded by the Board of County Commissioners and the Douglas County Cultural Council.

This Cultural Plan contains a series of goals and objectives on the following pages that address specific needs and desires of the county's residents, arts community, and other stakeholders. The specific proposals in the Plan relate to sustaining and growing the county's arts and cultural "sector" and improving public access to cultural resources. It is the intent of the Steering Committee that this Plan be "grounded" in the following principles that underlie its creation; these elements form the Steering Committee's "Vision" for the future of arts, culture and heritage in Douglas County:

The Plan seeks to **involve more people** from throughout the county to participate in cultural activities as audiences, visitors, volunteers, artists, singers, dancers, actors, students, technicians, costume designers, and so on.

The Cultural Plan **provides a platform** for arts and cultural organizations and individual artists **to work more closely together** on shared initiatives. Through partnerships amongst each other and with other sectors of the community, the Plan's objectives will be advanced.

This Cultural Plan (like most similar documents) is an **enabling document** that focuses on providing the **infrastructure** necessary for artists to concentrate on creative endeavors. As such, it does not address aesthetic issues, the domain of the artisans and craftspeople, but rather the "behind-the-scenes" support systems that can help sustain and nurture the county's broad cultural sector consisting of arts, heritage, and science-related organizations.



The county's unique identity derives from its heritage, and is closely linked with its culture, natural and human history, and its abundance of open space (which its citizenry has ensured will be preserved for future generations.) The participants in the planning process felt strongly that this Plan help to ensure that when residents of the Denver metro area think of Douglas County they immediately identify its **cultural resources** as part of its regional "brand."

Ensuring **access** and celebrating **cultural diversity** are values that underlie all of the Plan's goals and objectives. Those responsible for creating this document hope that local and visiting cultural programs can contribute to the county's cultural and ethnic diversity while being accessible to people of all socio-economic backgrounds.

Goals & Objectives

Symbols

Throughout this section of the Cultural Plan the following symbols are used to denote the various objectives:

- ★ Denotes a *priority* objective as determined by a vote of the Steering Committee. It is the Committee's intent that priority objectives be the focus of initial implementation efforts. Other objectives should be pursued as opportunities (e.g., funding sources, volunteer resources, facility developments, etc.) arise.
- Denotes other *objectives* that are no less important steps in accomplishing the stated goal under which they fall. These tasks and steps should be pursued when opportunities to assist with implementation become available.
- Used to signify a list of *specific action steps* related to the overall objective.
- ⇒ Denotes a specific *implementation step* or *guideline* to assist in defining the objective under which it falls. These items are often advisory in nature, or tactics and strategies related to accomplishing the objective.



Overview of Goals

The following table contains the text of each of the Plan's goals (listed in no particular order of priority) and its section devoted to implementation:

A. Heritage & Natural Resources	To preserve, enhance, and utilize Douglas County's heritage and natural resources
B. Facilities	To meet Douglas County's cultural facilities needs
C. Education	To enhance opportunities for lifelong learning in arts education
D. Support Services & Collaboration	To provide an array of support services to, and nurture partnerships among, artists and organizations
E. Audience Development	To reach a variety of audiences with information on arts and cultural events
F. Cultural Tourism	To promote cultural tourism
Implementation	<p><u>Funding:</u> To establish a funding mechanism in support of the county's arts, cultural, and heritage programs and organizations</p> <p><u>Staffing:</u> To create professional staff positions to implement the cultural plan and staff the Douglas County Cultural Council</p>



Priority Objectives

The Cultural Plan Steering Committee voted on priority objectives at a planning session. The following objectives have been identified as priorities for implementation:

From Goal A: Heritage & Natural Resources

- ★ Work with Douglas County Historic Preservation Board to identify and explore the viability of utilizing historic and “natural” sites as cultural venues (*see also Facilities*)
- ★ Work with the Douglas County Historic Preservation Board, local Chambers of Commerce, local and county governments and other partners to develop a “branding” approach to promoting the county’s historical resources in a local and regional campaign. (Consider developing a unifying theme centered on “corridors and crossroads,” possibly utilizing “wheels” as a central image/icon).

From Goal B: Facilities

- ★ The Douglas County Cultural Council, working closely with Douglas County government, local governments and special districts, the Douglas Public Library District and other stakeholders, should support campaigns (e.g., bond issuance, sales and/or other taxes) for capital and operating funding of proposed cultural facilities throughout Douglas County.

From Goal C: Education

- ★ The Douglas County Cultural Council, in conjunction with other stakeholders, should organize a public advocacy campaign involving private sector leadership, arts and cultural organization board members, artists and concerned citizens with Douglas County School District for consistent, high quality arts education programs (e.g., minimum contact hours, credentialed specialists, curriculum integration, etc.).
- ★ The county’s arts and cultural organizations should be seen as a critical resource in providing a well-rounded education to the county’s young people. Initiatives designed to involve this generation as arts attenders and participators should go hand-in-hand with curriculum-based and program objectives. Create targeted audience development initiatives to improve access to arts and cultural resources by school students:



- cultural event information through electronic mail and posters at school site bulletin boards
- develop complimentary “sponsored” ticket programs for students
- create new (repeat) attendance incentives through existing educational programs (such as discount tickets for family and friends)

***From Goal D: Support
Services & Collaboration***

- ★ Work with appropriate partners (Douglas Public Library District, DCCC) to create a database and slide/talent registry of individual artists, artist-membership guilds, and organizations in Douglas County
 - Inventory and aggregate various lists of artists and organizations as developed by SMARTS, DCCC, etc.
 - Promote its usage for social and business events, etc.

***From Goal E: Audience
Development***

- ★ Develop a cooperative audience development program involving:
 - Working with Douglas County School District, local and county governments, special districts, the Douglas Public Library District, and other partners
 - Work with local and regional newspapers and other print media (e.g., visitors guides, etc.) to develop cultural calendars and special pull-out sections/issues
 - A central marketing database and pooled mailing list
 - Permission-based e-mail lists
 - Promotions, coupons, and other attendance incentives
 - Collaborative prospecting for new arts attendees (name acquisition)
 - Public information programs (e.g., master calendar, arts Hotline, etc.)
 - Shared advertising and cross-over marketing (e.g., bartered program advertisements)
 - Corporate partnership program (involving ticket distribution and sponsorships)
 - Co-promotions, packaging, and tourism marketing
 - Marketing technical assistance programs (workshops and consultancies)
 - Market research
 - Familiarity tours and programs for hotel and other hospitality industry staff
 - A strategic use of regional WWW sites for promotion



From Implementation

- ★ The Douglas County Cultural Council, in conjunction with Douglas County government, local governments and special districts, and the Douglas Public Library District, should develop a full-time Executive Cultural Arts staff position to oversee implementation of this cultural plan and meet other needs of the county's cultural sector



Goal A: Heritage & Natural Resources

To preserve, enhance, and utilize Douglas County's heritage and natural resources

Rationale

As noted in the preceding "Vision" section, this Cultural Plan has, from its inception, sought to include historical organizations and their supporters in its formation. The on-going involvement of members of the Douglas County Historic Preservation Board has made that Board's planning process a model for bringing together diverse stakeholders within the county around an issue of common concern. Accordingly, this goal addresses the continued development and promotion of the county's unique heritage resources.

Key to Objective Symbols:

★ - Priority • - Other ➤ - Action Step (Part of List) ⇒ - Implementation Step

Objectives

- ★ Work with Douglas County Historic Preservation Board to identify and explore the viability of utilizing historic and "natural" sites as cultural venues (*see also Facilities*)
- ★ Work with the Douglas County Historic Preservation Board, local Chambers of Commerce, local and county governments and other partners to develop a "branding" approach to promoting the county's historical resources in a local and regional campaign. (Consider developing a unifying theme centered on "corridors and crossroads," possibly utilizing "wheels" as a central image/icon).
- Work with Douglas County School District, Douglas Public Library District, and other partners to research and develop a "25 historical facts" flyer for wide public distribution.
- Explore opportunities to develop and/or promote hands-on and living history attractions (such as the historic farm in nearby Littleton) such as are proposed for the Colorado Horse Park and/or at other locations in the county.



Goal B: Facilities

To meet Douglas County's cultural facilities needs

Rationale

Cultural facilities to accommodate performances, exhibitions, rehearsals, classes, and the creation of artwork represent an important cornerstone in the culture of a community. As other counties have recognized, it is often difficult for arts and cultural organizations to grow and thrive without adequate venues which are welcoming and comfortable for audiences and visitors, and technically suitable for artists. As Douglas County strengthens its regional identity and experiences population growth from the continued influx of new residents, many involved in this planning process have noted the need to maintain, improve, and develop new facilities to accommodate existing and future cultural programs.

Public input received for this Cultural Plan has continued to identify outstanding cultural facility needs as a top priority. Research conducted for the Plan revealed no fewer than 20 proposed cultural facility projects (in various stages from vision to "under construction") in municipalities, private developments, and unincorporated areas of the county. Among priorities for cultural facilities are the development of small theater spaces and the possible creation of a regional performing arts center.

Key to Objective Symbols:

★ - Priority • - Other ➤ - Action Step (Part of List) ⇒ - Implementation Step

Objectives

- ★ The Douglas County Cultural Council, working closely with Douglas County government, local governments and special districts, the Douglas Public Library District and other stakeholders, should support campaigns (e.g., bond issuance, sales and/or other taxes) for capital and operating funding of proposed cultural facilities throughout Douglas County.
- ⇒ The Council should establish a Facilities Task Force, consisting of representatives of arts/cultural organizations, local governments and special districts, Cultural Council members, and other stakeholders, to develop criteria for prioritizing local and regional projects and determine eligibility for public funding awards.



- The Douglas County Cultural Council should work with the Douglas County School District to review costs of utilizing public school facilities for cultural programs and events and explore ways to make use more affordable.
- Develop a funding source for “access grants” to subsidize rental costs of Douglas County-based facilities (thereby encouraging more local usage of facilities which otherwise might be cost prohibitive for cultural organizations).



Goal C: Education

To enhance opportunities for lifelong learning in arts education

Rationale

Douglas County is recognized as a community that values its young people. Community leaders interviewed for the Plan were unanimous in their opinions that the county's quality of life is, in part, premised on the importance placed on the needs and interests of future generations. Yet, during the research conducted for this Plan, there was noted a widely-held view that the arts and cultural needs of the county's children require new programs and activities to nurture and cultivate such interests. Particular attention has been paid to the stability and consistency of arts education programs at the Douglas County School District.

Recent research now provides conclusive evidence that children who partake of a comprehensive arts education curriculum perform better in all aspects of school work: from math and science test scores to team-building and social skill development. This goal is intended to increase participation in arts and culture by the young people of Douglas County, to raise community expectations for the cultural enrichment these children will enjoy, establish high standards for arts education programs, and facilitate arts and cultural expression by the county's young generation.

It is the vision of the Steering Committee that a mutually beneficial relationship can be nurtured between the county's public school district and its arts, cultural, and heritage organizations, individual artists, supporters and advocates.

In addition to arts education opportunities for the county's young people this goal contains an objective related to expanding and strengthening community-based arts education. In the development of this goal and its objectives, attention has been paid to a national trend regarding an increase in participation in adult and community-based education programs. Partly due to the aging of the Boomer generation, early retirements, and the accompanying "empty nester" syndrome, adults are returning to public schools, colleges and universities for educational experiences. (One extreme example of this trend is the development of retirement housing on college campuses where residents, often alumni, can audit courses and remain "intellectually active" in their retirement years).

Many arts and cultural organizations across the country have also seized upon this trend and are using educational programs as a marketing approach. In Des Moines, "Broadway University" incorporates group attendance at touring



musicals with pre- and post-show lectures and discussions. The social aspects of the program, often involving spouses and close friends, also serves to position the arts as a fun, social, and learning leisure experience.

Arts organizations in Douglas County have also developed community education opportunities. It is the intent of this Goal, and particularly the objective related to community education, to expand access to these programs and ensure their continuance.

Key to Objective Symbols:

★ - Priority • - Other ➤ - Action Step (Part of List) ⇒ - Implementation Step

Objectives

- ★ The Douglas County Cultural Council, in conjunction with other stakeholders, should organize a public advocacy campaign involving private sector leadership, arts and cultural organization board members, artists and concerned citizens with Douglas County School District for consistent, high quality arts education programs (e.g., minimum contact hours, credentialed specialists, curriculum integration, etc.).
 - ⇒ The campaign will require the participation of several constituencies: educators, parents, students, business people, representatives of higher learning educational institutions, arts and cultural organizations, and audience members. Advocacy “tool kits” can be obtained from national arts service organizations (such as *Americans for the Arts*). A formal work plan should be developed calling on volunteer resources to identify current program gaps and needs, evaluate to what extent current programs are at risk, develop a “wish list” for an ideal arts education program, and slowly build support among key constituents for maintenance, and later expansion, of such programs.
- ★ The county’s arts and cultural organizations should be seen as a critical resource in providing a well-rounded education to the county’s young people. Initiatives designed to involve this generation as arts attenders and participators should go hand-in-hand with curriculum-based and program objectives. Create targeted audience development initiatives to improve access to arts and cultural resources by school students:
 - cultural event information through electronic mail and posters at school site bulletin boards
 - develop complimentary “sponsored” ticket programs for students
 - create new (repeat) attendance incentives through existing educational programs (such as discount tickets for family and friends)



- DCCC, working with Douglas County School District, the Douglas Public Library District, and the Douglas County Educational Foundation, should establish a series of “familiarity” events and materials to link the county’s arts and cultural program providers with schools, including:
 - Without duplicating resources, an arts education database and resource directory (for distribution to art, music, PE, English, and other teachers, the media, librarians, etc.)
 - An Arts Education resource fair to showcase assembly, residency, and other “enrichment” opportunities
- An “Arts Education Partnership” should be established as a regular countywide roundtable for arts education involving educators, arts managers, other stakeholders, to assist DCCC with implementation of these objectives.
- Work with appropriate partners to expand student/public interface opportunities:
 - Student art exhibits in public spaces (events center, libraries, etc)
 - Scholarships and awards programs
 - Concerts, appearance at festivals, etc.
- Leverage additional community (private sector) funding for enhancement of enrichment programs (e.g., arts supplies)
- Provide resources (e.g., contact persons, arts organization liaisons) to incorporate representatives of arts-related professions into career education and mentorship programs
- Recent national trends suggest increasing enrollments in adult education programs; many new classes are being developed in the culinary arts, gardening, photography, and other creative pursuits. Adult and community education programs should be seen simultaneously as audience development opportunities. Work with partners to expand opportunities for community arts education programs including:
 - inter-generational community-based arts classes
 - coordinated scheduling of arts and cultural classes to facilitate concurrent attendance by younger students and parents



**Goal D: Support
Services &
Collaboration**

To provide an array of support services to, and nurture partnerships among, artists and organizations

Rationale

The foundation of many cultural plans is a range of services for community-based arts and cultural organizations and individual artists. The research revealed a countywide arts sector consisting primarily of all-volunteer arts organizations. These groups can benefit from professional development opportunities in marketing, fundraising, audience development, organizational management, and so forth. Individual artists can also be assisted through promotion of “good and services” to consumers and local businesses.

Throughout the nation both non-profit organizations and commercial businesses are exploring partnerships and “shared service” initiatives amongst themselves and between each other and sectors of the community. Education, human services, and government partnerships abound in service of economic and community development, based on recognition of common concerns and opportunities. In many ways, the overall cultural plan is a recognition of the need for arts and cultural groups to join efforts. This goal contains general and specific strategies for providing support services and nurturing collaborations in Douglas County.

Key to Objective Symbols:

★ - Priority • - Other ➤ - Action Step (Part of List) ⇒ - Implementation Step

Objectives

- ★ Work with appropriate partners (Douglas Public Library District, DCCC) to create a database and slide/talent registry of individual artists, artist-membership guilds, and organizations in Douglas County
 - Inventory and aggregate various lists of artists and organizations as developed by SMARTS, DCCC, etc.
 - Promote its usage for social and business events, etc.



- Develop a range of technical assistance and marketing programs to meet the needs of individual artists in the county:
 - Identify and secure space for on-going and temporary exhibitions, artist studios, and sales galleries
 - Work with chambers of commerce to facilitate business showcase of county-based artists and art rental (loan) program
 - Work with real estate industry professionals (e.g., realtors, developers, decorators, etc.) to promote sales by local artists
 - Offer “buy direct” seminars about art purchase opportunities at area fairs, high school exhibits, libraries, and other “discount” outlets
 - Host meet-the-artist receptions, lectures, openings, and other public programs at libraries and other public and private spaces
 - Integrate artist-in-residence program at farmers markets in Castle Rock, Highlands Ranch, and other non-traditional public event settings
- DCCC and Douglas Public Library District should coordinate an on-going series of “Countywide Arts Forum” meetings (quarterly) to monitor progress on the Cultural Plan, share information, develop collaborations, etc.
- A full range of professional development programs should be instituted for the county’s cultural organizations including:
 - Shared marketing, research, and audience development
 - Collective advocacy with local and regional media for expanded coverage
 - Access to Metro Denver offerings
 - Development of helpful resources such as media list, service business directories (e.g., equipment rentals), etc.
 - Exchange newsletters
 - “Meet the Press” and other workshops
- Inventory and explore opportunities for collaborations and partnerships among arts, cultural, and heritage organizations, and between the cultural sector and other organizations and agencies (e.g., businesses, schools, social service groups, other non profits, chambers of commerce, etc.)
- DCCC should consider developing a “membership” status for arts and cultural groups in the county



Goal E: Audience Development

To reach a variety of audiences with information on arts and cultural events

Rationale

As noted in the vision preamble to this Cultural Plan, a major underpinning of the plan is the desire to expose and involve a larger percentage of the population in arts and cultural endeavors. Arts activities, such as community theater, have been described as a modern-day “neighborly rituals” in times when shared harvests and other community traditions have vanished. Whereas 77% of respondents to the intercept survey noted that “time with family” competes for spare time, it should be possible to “position” arts and cultural activities as fulfilling this need, among others.

Another finding from the research, that 65% of residents attended at least one event in downtown Denver during the past year (compared to only 40% who attended in Douglas County), suggests that there is potential to capture more attendees as more arts and cultural programs are available, and well-marketed, in Douglas County. Other research results indicate that Douglas County residents are hungry for more information about cultural activities, with 33% indicating they want more direct mail brochures, and 30% wanting e-mail notification of cultural events. It is the intent of the Steering Committee that this goal prioritizes a range of approaches to better promoting the county’s cultural resources.

Key to Objective Symbols:

★ - Priority • - Other ➤ - Action Step (Part of List) ⇒ - Implementation Step

Objectives

- ★ Develop a cooperative audience development program involving:
 - Working with Douglas County School District, local and county governments, special districts, the Douglas Public Library District, and other partners
 - Work with local and regional newspapers and other print media (e.g., visitors guides, etc.) to develop cultural calendars and special pull-out sections/issues
 - A central marketing database and pooled mailing list
 - Permission-based e-mail lists



- Promotions, coupons, and other attendance incentives
 - Collaborative prospecting for new arts attendees (name acquisition)
 - Public information programs (e.g., master calendar, arts Hotline, etc.)
 - Shared advertising and cross-over marketing (e.g., bartered program advertisements)
 - Corporate partnership program (involving ticket distribution and sponsorships)
 - Co-promotions, packaging, and tourism marketing
 - Marketing technical assistance programs (workshops and consultancies)
 - Market research
 - Familiarity tours and programs for hotel and other hospitality industry staff
 - A strategic use of regional WWW sites for promotion
- Develop an outreach effort to bring arts and cultural programs and events into non-traditional venues in which Douglas County residents are likely to be found (e.g., retail spaces such as Prime Outlets, Park Meadows Mall, state parks, community recreation centers, etc.)
 - Explore the feasibility of public transportation (an “art bus”) to access arts education resources



Goal F: Cultural Tourism

To promote cultural tourism

Rationale

When the 1998 White House Conference on Tourism identified “Cultural Tourism” as a high-growth and high-potential area, communities across the nation began brainstorming programs and promotions to lure cultural tourists, a decidedly upscale travel segment. Cultural tourism has been defined as “based on the mosaic of places, traditions, art forms, celebrations, and experiences” that define an area. According to a survey conducted by the Travel Industry Association of America, one-third of all adult U.S. travelers included either a visit to an historic place or cultural event on their itineraries. Research has documented the facts that cultural and heritage visitors spend more, stay longer, are more likely so stay in lodging, use air travel, shop, and pursue “shoulder season” (e.g., often spring and fall visits falling outside of typical peak travel months) visits than the average traveler and are a growing segment of the US travel market.

During the intercept survey conducted for this Plan, residents were asked about where they would take out-of-town visitors for a “cultural experience” in Douglas County, with the top three answers being outdoor destinations (e.g., Castlewood Canyon State Park, Roxborough State Park, and Daniels Park). There has been a sense during the Douglas County planning process that existing and planned visitor attractions (e.g., Colorado Horse Park, Wildlife Experience, etc.) combine to make the county a marketable destination for visitors, especially “day-trippers” from the Metro Denver market. This goal seeks to develop a concerted, strategic promotion of Douglas County as a cultural destination.

Key to Objective Symbols:

★ - Priority • - Other ➤ - Action Step (Part of List) ⇒ - Implementation Step

Objectives

- Work with appropriate tourism industry partners to develop a Cultural Tourism Plan consisting of:
 - Working with area Chambers of Commerce, identify relevant partners from the tourism, hotel/motel, restaurant, retail, and cultural sectors
 - Identify target visitor segments (e.g., seasonal residents, group and individual travelers) and local attractions and events for promotion



- Recommended cultural “itineraries” including recreational opportunities and other activities
 - Research the development of lodging/event packages and other promotional vehicles (e.g., advertising, brochures, direct mail campaigns, concierge training and “familiarity” tours, etc.)
- ⇒ The Douglas County Cultural Council with a volunteer task force, should implement these strategies. Identification of tourism stakeholders should be followed by development of a detailed work plan identifying target visitor segments, existing events and attractions, potential new product development, promotional approaches, and funding sources. Primary research with potential visitor segments should be conducted.



Implementation

Funding: To establish a funding mechanism in support of the county's arts, cultural, and heritage programs and organizations

Staffing: To create professional staff positions to implement the Cultural Plan and staff the Douglas County Cultural Council

Rationale

During the process of creating this Cultural Plan, careful attention has been paid to making the objectives pragmatic, opportunistic, and achievable. A variety of partnerships and methods to work more cohesively are proposed in anticipation of a more unified and sustainable arts community. Respondents to the intercept survey offered resounding support for using local and county government dollars for arts and culture, by a margin of about 83% "yes" to 15% "no." A few important funding and resource initiatives should be pursued in order to make significant progress on this Plan's agenda, and see Douglas County's cultural community a vital element in the county's overall economic and community development efforts.

Objectives

- ★ The Douglas County Cultural Council, in conjunction with Douglas County government, local governments and special districts, and the Douglas Public Library District, should develop a full-time Executive Cultural Arts staff position to oversee implementation of this cultural plan and meet other needs of the county's cultural sector.
- Pursue a series of initiatives to secure an on-going, dedicated public funding source or sources for arts, cultural, and heritage organizations and programs in Douglas County, including:
 - Continuing to pursue extension of SCFD into all of Douglas County
 - Studying the feasibility of enacting a Douglas County cultural district
 - Incorporating Park Meadows Mall and the Outlet Center into both/either SCFD or a Douglas County cultural district
 - Continuing discussions with the Douglas Public Library District, Douglas County government, municipalities and special districts, and other stakeholders, about a series of elections for capital and operating



funding of existing and planned facilities, and to provide project and operating support for county-based cultural organizations

- The Douglas County Cultural Council should cultivate on-going support and involvement from municipalities, special districts and associations, and other stakeholders in the County, in terms of representation and membership-based funding
 - ⇒ The Council should consider an annual membership assessment from municipalities and special districts based on population in exchange for services from DCCC for resident constituent organizations in each city or district.
 - The Douglas County Cultural Council should establish an annual work plan based on the Cultural Plan focusing on those areas logically-approached on a countywide basis, such as funding, information, education, and advocacy
 - The DCCC should develop a coordinated approach to advocating for integration of cultural concerns and funding with public schools, local governments, the tourism industry, local businesses, and other potential partners, including:
 - Develop a public information campaign promoting a message of “why people should care” about arts and culture in relation to education, economic and neighborhood development, and overall community quality of life
 - Obtain models, develop and distribute advocacy tool kits
 - Link with model advocacy efforts and other “quality of life” partners (e.g., recreation, sports, parks, open space, etc.)
- ⇒ **“How To” Commence Implementation**
- Implementation of the Cultural Plan should involve the oversight and resources of the Douglas County Cultural Council along with representatives of the Cultural Plan Steering Committee, Douglas County government, local governments and special districts, the Douglas Public Library District, and other prospective partners.
- The Cultural Council, working closely with the Douglas Public Library District, is envisioned to play a coordinating role vis-à-vis this Plan’s objectives and strategies; a major focus should be on serving as a “central coordinating entity” and clearinghouse. The proposed dedicated staff position would have primary responsibility for advancing the Plan’s goals and objectives. Duties would include:
- serving as a liaison with civic, social, and government agencies to ensure the “cultural agenda” is represented



- convening and staffing occasional meetings of the Steering Committee (as an ad hoc Committee of the DCCC)
- participating in regular meetings of the county's arts and cultural organizations
- developing cooperative approaches for marketing, information services, and advocacy among arts and cultural organization staff, board members, and volunteers
- serve as a liaison with the Douglas County School District to facilitate implementation of Cultural Plan objectives
- serve as a community spokesperson by introducing the Cultural Plan (along with Steering Committee members) at community meetings and events
- conduct board and volunteer development workshops for recruitment and training
- conduct media and marketing workshops by publicizing events, inviting guests, pursuing follow-up actions
- provide public information related to the Cultural Plan's goals and objectives
- work with appropriate entities to facilitate arts community involvement in cultural tourism development and promotion (and other related projects, such as festivals and special events)
- convene meetings of citizen advisory groups to assist with implementation of specific Plan objectives

⇒ **Steering Committee**

The Cultural Plan Steering Committee (or a new incarnation thereof, such as a Cultural Plan Task Force and/or Ad Hoc Advocacy Committee of DCCC) should play a continuing role to advocate on behalf of the Plan's goals and objectives with local governments, private agencies (such as chambers of commerce), educational institutions, and so forth. Acting as volunteers, convened by professional staff of DCCC, Committee members would be called upon to play public-speaking roles, to identify and secure commitments from other volunteer leadership, and to monitor overall implementation of the Plan.

Appendices

Consider getting involved in our community's cultural plan:

- Consider how your organization or group could adopt and accomplish one of the Plan's objectives that is compatible with your mission and services
- Schedule a cultural plan or arts group presentation at your next civic or social club meeting or event
- Become a member or subscriber at one of the county's arts organizations or volunteer a few hours of your time
- Organize a group to attend to a performing arts event or exhibition with a special docent tour or group sales package
- Decorate your home or office with affordable original artwork purchased at art fairs and local galleries
- Improve your creative skills by taking a class or workshop at one of the county's community arts centers or educational institutions
- Come to a future meeting of the Cultural Plan Steering Committee or Douglas County Cultural Council to learn about projects and committees where your skills and energy can be most useful

For additional information, please contact the Douglas County Cultural Council, c/o the Douglas County Planning Department, at (303) 660-7460.