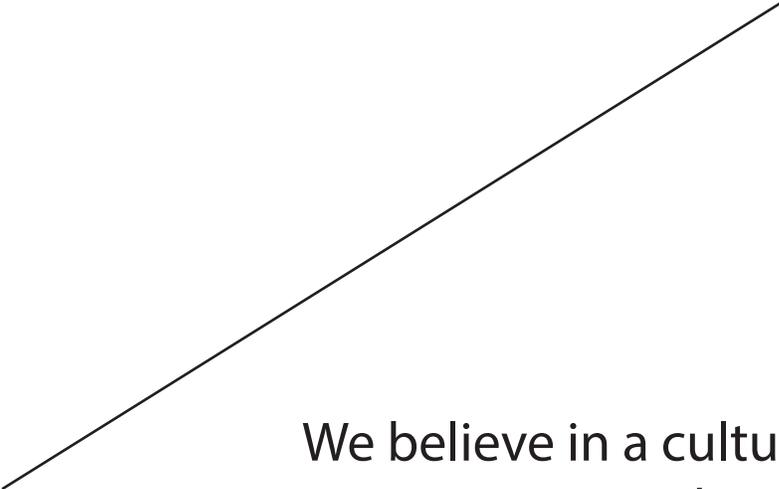
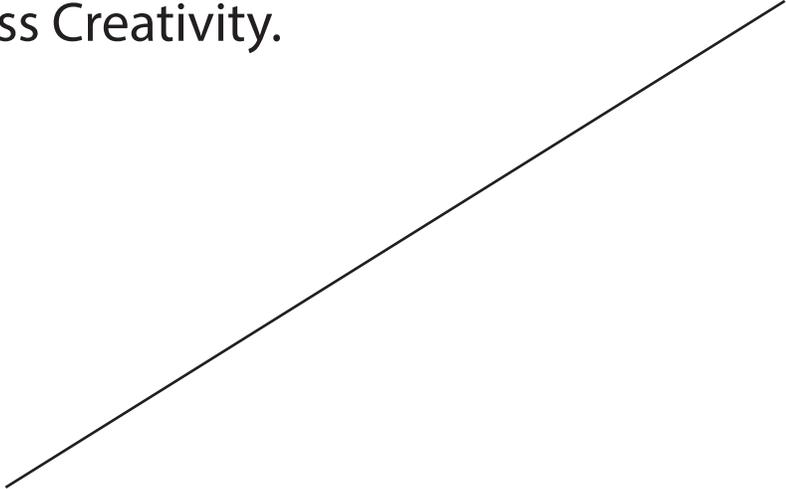


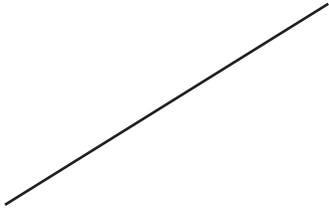
2014-2016
Work Plan



We believe in a culture of the Arts—creativity across disciplines—and we strive to sustain, promote and expand all creative pursuits in our mountain community. Since 1971, a passion for creativity has inspired our journey of advancing the Arts in Telluride. A place like no other. A place with huge mountains and equally huge ambitions. A magnet for interesting people and new ideas, the grandeur will transport and transform you. Here, we don't simply exist. We boldly embrace artistic freedom, thriving in a culture that's far from the expected.

Telluride Arts District: Destination of
Fearless Creativity.





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BOARD

Amy Boebel: President
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Todd Baize: Treasurer
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Meghann McCormick
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Kate Jones, Executive Director
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OVERVIEW

The Telluride Arts District is both a geographic area and a leadership structure that coalesces, strengthens and promotes the arts in rural San Miguel County, Colorado. With the Telluride Cultural Master Plan as a guide, the district implements strategies to advance the breadth and depth of local artists and activities; amplifying their collective impact, and strengthening the arts sector.

The district works in partnership with the town of Telluride, local and state government, the arts, tourism, and business sectors to provide strategic leadership that leverages the arts as a regional economic engine, enhancing livability for artists and all residents.

The Telluride Arts District is recognized by the state of Colorado as one of seven certified creative districts. The award brings both recognition and resources to implement programs that strengthen the arts locally and elevate the profile of Telluride as an arts destination. The certification status will be renewed every five years based on the success of the District to reach goals set in the Telluride Cultural Master Plan and by Colorado Creative Industries.

The Legislation

In 2011, the Colorado legislature passed HB11-1031. In brief, it encourages the formation of Creative Districts in communities, neighborhoods, or contiguous geographic areas, for the purposes of:

- Attracting creative entrepreneurs and artists to a community, infusing new energy and innovation which in turn will enhance the economic and civic capital of the community
- Creating hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as create new economic activity
- Attracting visitors
- Revitalizing and beautifying communities
- Providing a focal point for celebrating and strengthening a community's unique identity
- Showcasing cultural and artistic organizations, events, and amenities

The Telluride Cultural Master Plan

Over the course of 2012, seventy people contributed over 300 hours of focused meeting time to develop the strategies identified in the Telluride Cultural Master Plan Update that was adopted unanimously by the Telluride Town Council on October 20, 2012.

The consensus that was seen throughout the planning process was significant, and was reaffirmed in one-on-one interviews with all non-profit arts directors, their staff and over 30 artists in the fall of 2013. These individual interviews were followed by facilitated meetings with representatives from the tourism, arts, business and government sectors to set goals in each of the priority areas. These goals, along with the 2012 Cultural Master Plan, have informed a series of white papers about specific objectives, and a 2014-2016 workplan for the Arts District.

Colorado Creative Industries Objectives

The creative industries are an important piece of Colorado's economy, and many Colorado towns and cities are engaging artists, creative entrepreneurs and local cultural organizations to help vitalize their community and strengthen their local economy. The result: new jobs, animated public spaces, rejuvenated structures and streetscapes, and opportunities to bring diverse people together to celebrate, inspire, and be inspired.

The 2014 Work Plan

The workplan that follows outlines programs to be developed under the Telluride Arts District. These programs expand the scope of Telluride Arts, providing local leadership and a single voice to strengthen the arts community at large. Existing Telluride Arts programs that align with the mission of the district will continue. The workplan is divided into five priority areas that reflect the Cultural Master Plan priorities: Governance, Resources for Artists, Marketing, Space for the Arts, and Funding.

Vision

The Telluride Arts District is recognized locally, regionally, nationally and internationally as a fresh, innovative, high-caliber, exciting, world-class arts destination where both visiting and local artists thrive.

Mission

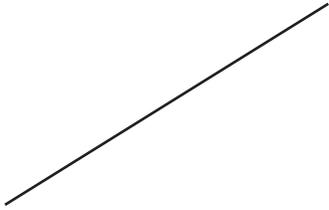
The Telluride Arts District serves the region by providing leadership in:

- Elevating arts excellence through funding and development
- Promoting the full spectrum of arts and artists in Telluride
- Increasing awareness and access to the Telluride Arts District
- Determining and addressing priority issues for the district as a whole
- Sustaining a dynamic and economically vibrant district

Values

- Arts excellence is the highest priority
- Board commitment and enthusiasm is essential to our success
- Enough pay and support enable staff to do best work
- Innovation and flexibility of the organization, board and staff enable best work
- Local artists of all kinds are essential to a healthy cultural life
- Synergy among the local arts community enhances all efforts
- Collaboration with key partners leverages our efforts

HISTORY



In 1971 a group of citizens formed the Telluride Council for the Arts and Humanities.

In 1974 the organization was incorporated as a not for profit 501(c)3 organization to: “Promote stimulate and foster the growth of the arts and humanities within the state of Colorado”

For almost 40 years, the organization provided services to artists and organizations that nurtured an increasingly vibrant local arts scene.

In 1996, TCAH worked with the Town of Telluride to produce the original Cultural Master Plan.

In 2010, TCAH applied for and received the Governor’s Art Award on behalf of Telluride.

In 2011 the organization changed its familiar name from TCAH to Telluride Arts and developed a three-year strategic plan to strengthen the organization and reactivate its leadership capacity.

In February 2011, Telluride Arts joined the National Arts and Economic Prosperity Survey that determined that the arts in Telluride provide an economic benefit three times that of communities twenty times our size.

In March 2011, Governor Hickenlooper signed House Bill HB11-1031. In brief, it encouraged the formation of Creative Districts in Colorado for the purpose of enhancing community and economic vitality through the arts.

In November 2011, Colorado Creative Industries created an incentive program to support a handful of communities in becoming certified creative districts.

In January 2012, Telluride Arts worked with the Town to establish the Telluride Arts District, which follows the geographic boundaries of the town and encompasses a vibrant zone of arts activity.

In April 2012, in an effort to organize the district and address local issues, Telluride Arts engaged 70 community members representing 14 arts organizations, the tourism board, businesses, government and creative sectors to update the Telluride Cultural Master Plan.

In October 2012, the Town of Telluride officially adopted The Cultural Master Plan.

In 2013, Telluride Arts expanded its programs to strengthen the District, and in July, joined six other communities across the state as a Certified Colorado Creative District.

In 2014, the Town of Telluride empowered the Arts District with a line item of \$50,000.

GOVERNANCE

The transformation from the Telluride Council for Arts and Humanities into Telluride Arts over the last few years has empowered the organization to build on 41 years to expand services to the larger arts community.

In 2014, Telluride Arts will fully embrace its new role as the Telluride Arts District, working closely with the arts community, the Town, the Tourism Board and other partners to implement the Telluride Cultural Master Plan Goals. The District will manage and promote the arts as a whole in order to best serve the community.

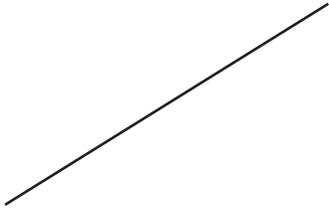
The structure, name, mission and programs of Telluride Arts will change slightly as we align with the goals of the Telluride Cultural Master Plan (TCMP) and Colorado Creative Industries (CCI).

Telluride Cultural Master Plan, Colorado Creative Industries, and Town Goals and Objectives

- “[Implement] plans for data collection” CCI
- “Organize, Activate Leadership” TCMP
- “Address Organization in 2013-14” CCI
- “Develop management plan, staffing, infrastructure development, organizational structure and governance.” CCI Embrace Cultural Diversity
- “Assist in Implementation of Creative District” Town

Guiding Principles

- A solid organizational structure will forward the arts as a whole
- The arts are core to the Telluride economy
- The Arts District brings local, regional and national recognition to the arts in Telluride
- Shared services that leverage other funding and local efforts



Structure

The Telluride Arts District follows Town boundaries and services local and regional arts entities to strengthen the whole. Town of Telluride funding is leveraged by earned income, local, state and federal grants and private donations. The District's professional staff and offices and are governed by a board of directors that represent the creative arts, government, tourism, and business sectors.

Partners

Colorado Creative Industries
Colorado Tourism Board
Local non-profit arts organizations
Local creative businesses
Artists, defined broadly
The Merchant's Association
The Tourism Board
San Miguel County
The Town of Telluride
The Town of Mountain Village
Telluride Ski and Golf

Impacts

- Greater administrative efficiencies leverage dollars for local non-profits and artists
- Telluride becomes an arts destination, increasing tourism, income for the arts and tax revenues
- Revenue dips between major festivals and holidays are filled with arts activities that draw visitors year-round

RESOURCES FOR ARTISTS

Telluride Cultural Master Plan, Colorado Creative Industries, and Town Goals and Objectives

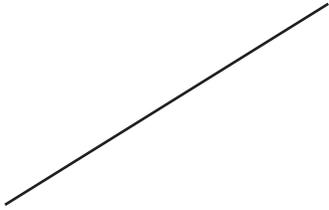
- “Develop Shared Services [for artists]” TCMP
- “Build Arts Community” TCMP

Guiding Principles

- The cost of living in Telluride is prohibitive for many artists
- The arts have had a positive impact on property values
- Artists need space to live, work and share/sell their creations in Telluride
- Telluride benefits from the vitality that artists bring to the streets
- Artists help shape Telluride’s unique community identity
- There is an unmet need for artists to connect with fellow artists and grow professionally
- Visiting artists infuse the local arts with energy and ideas
- Artists need to be paid for their work and contributions to the community

Existing Resource Programs

- Small Grants for Artists
- Artist Source
- Umbrella Program Administrative Support
- Stronghouse Studios, Underground, and darkroom
- Stronghouse Gallery, Gallery 81435, Library,
- Mentoring, Artist-In-Residence
- Art + Architecture Weekend
- Holiday Arts Bazaar
- Mark Fischer Poetry Prize



2014-2016 Resource Priorities

- Studio Lab (artist gatherings)
- Explore opportunities to develop housing, both temporary and long term
- Explore opportunities for permanent affordable studio space, rehearsal space, flexible performance venues
- Create a directory to (a) promote arts community (b) help individuals/businesses find artists
- Facilitate artist exchanges with other mountain towns and Creative Districts
- Develop mentoring between artists, business professionals (human library of services)
- Explore opportunities for artists to earn from their art.
- Offer seminars/workshops where artists are paid to share skills, or where artists can develop skills (small grants)

Target Audience

- Practicing artists (teaching, learning and creating)
- Students taking classes, doing residencies or in immersion programs
- Community members interested in getting involved with the arts

Impacts

- Increased excellence among local artist community
- Increased income for artists (and local economic health)
- Increased arts activity that attracts arts tourism
- Artists' presence in downtown Telluride breathes life into streets and public spaces
- Increased value of the Arts District as a whole and recognition from the State
- Centralized creative hub

MARKETING

Telluride Cultural Master Plan, Colorado Creative Industries, and Town Goals and Objectives

- “Communicate: make totality of the Arts visible” TCMP
- “Enhance visibility, participation, marketing and branding, including way-finding efforts” CCI
- “[Develop] plans for events and programs that highlight your cultural assets and articulate the heritage/sense of place for your District” CCI
- “Foster Informative and Consistent Outreach to the Public: Pursue Enhancement of Information Kiosk in Commercial Core, Continue to Support Enhancement of Local Access Channel, Explore Wayfinding Signage (West Colorado, Commercial Core and Carhenge)” Town

Guiding Principles

- The whole of the arts can be expressed as the Telluride Arts District
- Telluride is a campus of creativity that needs to be organized and accessible
- There is no comprehensive local event information
- Local event calendars are incomplete and difficult to use
- A community calendar is needed for planning events and internal communication
- A clear local arts identity will strengthen promotion efforts
- Local arts and cultural events need the same promotion as large festival and holidays
- There is a need to showcase the whole of the arts in Telluride, from individuals to events of all sizes

Existing Marketing Programs

- Telluride Art Walk
- Twenty(by)Telluride
- Telluride Art + Architecture Weekend

2014-2016 Marketing Priorities

1.) Develop identity for Arts District

DESIGN:

- Update logo with District, new fresh look
- Create identifiable image to mark district

MESSAGE:

- Adapt mission and develop messaging for District and specific program areas
- Build the “essence” and personality of the District

COMMUNICATION

- Thank you cards to all participants, town etc
- Letter to donors

2.) Promote Arts District Locally

WEBSITE

- Visitor calendar of arts and cultural events
- Interactive map
- Arts Guide (searchable)
- Video
- Feature Artists
- Centralized ticket sales + event promotion

TELLURIDE ARTS GUIDE(online)

- Searchable directory of artist and organization pages
- Links to individual sites

MAP(online)

- Map of Arts District is online (hot links) and used for the website and art walk etc.
- Includes venues, for profit and non-profit

VIDEO

- Update promotional video for Arts District and broadcast

SOCIAL MEDIA

- Twitter
- Instagram
- Facebook: Telluride Arts District, Telluride Artist Card Catalog

E-NEWS

- E-news about happenings in the Arts District
- Connect with new audiences and collect email and contact info

RADIO

- Open art radio
- Art spots/ Ads that promote the arts district
- Incorporate Mountain Chill?

PRINT PRODUCTS

- Art Walk Brochures (w/map)

- Postcards
- Table toppers
- Monthly Passport and/or Arts Guide (teaser)

NEWSPAPERS

- Take over arts calendar section in Daily Planet

SIGNAGE + WAYFINDING

- Work with Town on new signage
- Town sign at smaller roundabout
- Work with CDOT on new sign at HWY 145 roundabout

KIOSK + PRINT DISPLAYS

- Mountain Village Kiosk at Gondola Plaza
- Elks Park Kiosk
- Tasteful print display for postcards and brochures

ARTS CONCIERGE

- Explore opportunities for centralized ticket sales and information (Opera House?)
- Coordinate & provide resources for lodging concierges on regular basis
- Develop advocates/champions of the Arts District and activities

GATHERINGS + PARTNERSHIPS

- Telluride Arts District launch party (Parties)
- Engage larger festivals, artists and organizations in promoting smaller events, artists and organizations.
- Piggyback on other ad campaigns
- Attend regional and statewide gatherings and tourism events

3.) Promote Arts District Globally

- Work with TTB on integrating the arts messaging into promotion
- Work with Colorado Creative Industries to promote district nationally
- Attend national arts conferences
- Host well known visiting artists that draw attention to District

Impacts

- Telluride gains the reputation as a destination arts community
- Economic activity is enhanced during dips, leveling the economy and generating income for arts
- Increased collaboration and synergy within local arts and non-profit community
- Increased promotion of local artist community through artist profiles
- Marketing of the whole defines and elevates Arts District
- **Shared marketing leverages individual marketing efforts**
- **Easy access to event information for visitors, better “Telluride Experience”**

SPACE FOR THE ARTS

Telluride Cultural Master Plan, Colorado Creative Industries, and Town Goals and Objectives

- “Build Arts Center, Housing and Workspace” TCMP
- “Work on the physical characteristics of your District, including properties, zoning, open spaces, and streetscapes” CCI
- “Pursue Affordable Housing Opportunities; Consider, Prioritize and Plan Future Project, Spruce / Pacific -- Consider Unique Features” Town

Guiding Principles

- Consider multiple interests and multi-use when developing space
- There are existing space needs that are priority
- The long-term needs of local arts and artist community are consequential and arts/artist displacement is already happening
- The arts can forward Town of Telluride Goals and Objectives
- Telluride is a campus that serves multiple arts interests
- Telluride serves and is interlaced with surrounding communities
- Permanent affordability and sustainability is essential to the future of the arts community
- Earned income revenue streams stabilize and subsidize local arts
- Arts and culture activate public and private spaces
- Learning and innovation is supported through dynamic spaces
- Artistic and intellectual excellence should be attracted, nurtured and retained
- The creative capacity and quality of arts in Telluride is priority
- Connectivity, sustainability, and quality of place strengthen our identity
- Synergy among local organizations should be fostered
- Excellence can be increased in NPO's through vision, strategy and support
- The local community benefits from world-class ideas

Existing Art Space Programs

- Stronghouse Studios, Underground, and darkroom
- Stronghouse Gallery, Gallery 81435, Library

2014-2016 Art Space Priorities

- Clarify and prioritize needs as they change and evolve
- Match unmet needs with underutilized space
- Work with partners to identify opportunities
- Develop a guide/map that identifies art space, uses and availability
- Work with Town to secure long-term space/hub for the arts

Uses

- Practicing artists (long and short term)
- Students taking classes, doing residencies or in immersion programs (at Ah Haa or TTV or other)
- Local NPO's serving Telluride (may include the following)
- Hot-desks/ temporary offices for, Telluride Arts District and umbrella institutions, MountainFilm, Telluride Institute and umbrellas , Film and other Festivals, Telluride Theatre, Telluride TV, Ah Haa School, etc
- Commercial uses (Skybox, Studio Lab, other artist convening space)
- Gallery for local and regional artists (displacement of Stronghouse Gallery 2014+)

Impacts

- Proficiencies among non-profit organizations
- Increased excellence within local artist community
- Artists' presence in downtown Telluride breathes life into streets and public spaces
- Dedicated arts spaces define and elevate the Arts District as a creative campus
- Central space for creative activity energizes community
- Increased collaboration and synergy within local arts and non-profit community
- Shared resources and equipment create administrative efficiencies
- Telluride is a magnet for visiting artists from all over the world
- Underused and ill-maintained spaces thrive
- Telluride maintains a vibrant and diverse local artist population

FUNDING FOR THE ARTS

Master Plan and CCI Objectives

- “Increase local investment for the arts” TCMP
- “Plans for resource development, including key fundraising focus for the project period” CCI

Guiding Principles

- Artists and arts organizations need to be funded adequately to do their best work
- There are inefficiencies within the non-profit sector
- The non-profit sector feels disconnected from funders and donors
- Long term, reliable funding for the Arts District is needed

Strategies

- Develop a funding source for the Arts District to provide services to arts community
- Explore the development of an Arts Fund within the Telluride Foundation
- Explore the opportunity for the Arts District to become a Taxing District and enhance the CCAASE pool
- Explore earned income opportunities that provide sustaining services

Impacts

- Arts non-profits will innovate, take risks and do their best work with adequate funding
- The quality of arts production will increase in Telluride
- Increase in arts events and activities to help build tourism in the down times during on seasons
- Expanded audience, art and ticket-buyers, bringing in more revenue
- The arts community is strong and sustainable and a keystone to the Town of Telluride
- Tax revenues will increase, there will be more jobs and more income for local merchants

SUPPORTING STUDIES

Telluride Cultural Master Plan (and follow-up interviews + team meetings)

•

Telluride Arts District

•

2014 Town of Telluride Goals and Objectives

•

Tourism Board/Tourism Studies and Objectives

•

Art Space Creative Placemaking (paper)

•

Creative Placemaking (ARTPLACE)

•

Irvine Arts Innovation Fund

Thank you.

