



City of Littleton

ARTS & CULTURE STRATEGIC PLAN

2025
—
2029





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SECTION 1 Introduction

Littleton Museum's Living History Farm
Courtesy of City of Littleton

Introduction

Littleton, CO boasts a historic Downtown, Mid-Century Modern architecture, proximity to the Rocky Mountains and a vibrant ecosystem of well-established arts and cultural organizations, leaders and practitioners. The City of Littleton (“City”) engaged Keen Independent Research in June 2024 to create an inaugural five-year Arts and Culture Strategic Plan to guide City support for arts and culture in Littleton.

What is an Arts and Culture Strategic Plan?

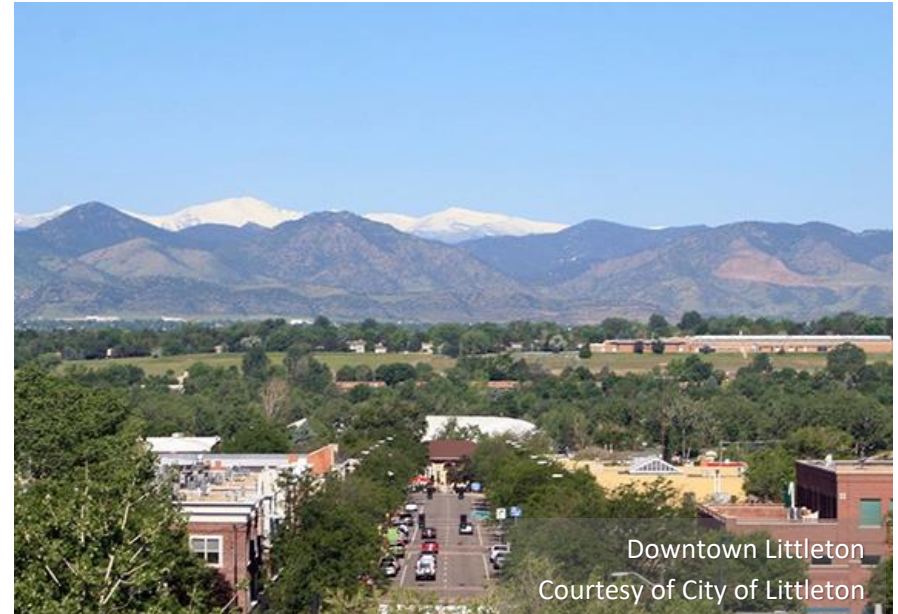
An Arts and Culture Strategic Plan is a unified action plan that helps a city support its arts and culture assets. This plan recognizes that Littleton already has dynamic arts and culture institutions and people passionate about serving Littleton residents, visitors and tourists through cultural programming. Intended as a living document that will adapt to Littleton’s changing needs, this plan empowers the City with concrete strategies for strengthening arts and culture in Littleton.

What does “arts and culture” include? The term “arts and culture” encompasses the visual arts, performing arts, museums, libraries, historical preservation efforts, City-run festivals and the ways that the community gathers to celebrate its identity.

How to Use this Plan

The Arts and Culture Strategic Plan will be primarily utilized by the City to guide decision-making over the next five years. Individuals and cultural organizations can use this document to help guide their planning efforts, as well as highlight how their goals align with the City’s. The City’s Arts and Culture Strategic Plan is the result of thorough stakeholder and community engagement.

This plan is not designed to pick winners or grantees, nor to develop specific programs. Instead, it serves as a guide for the City to support Littleton residents through arts and culture.



Introduction

This plan was made possible by City Leaders and Littleton residents.

Message from the Study Team

The study team thanks the following groups and individuals.

City Council, Arts and Culture Board and City leadership staff.

City Council

- Kyle Schlachter, Mayor;
- Stephen Barr, Mayor Pro Tem;
- Pam Grove, Member At Large;
- Gretchen Rydin, Member At Large;
- Patrick Driscoll, District I;
- Robert Reichardt, District II; and
- Andrea Peters, District IV.

Arts and Culture Board

- JD McCrumb, Chair;
- Denise Weed, Vice Chair;
- Emily Abell;
- Roy Bartee;
- Katie Caron;
- Michele Cyran;
- Kate Eckel;
- Tim Fuglei;
- Joseph Haynes;
- Joni Leib; and
- Noah Welshans.

City leadership. City leaders participated in interviews, focus groups and public meetings. The study team appreciates their valuable insight. We especially thank City Manager Jim Becklenberg for his involvement throughout the planning process.

Littleton residents and community members. This project would not have been possible without the active participation of Littleton's residents and community members, who contributed ideas through public meetings, the virtual workshop survey and the email and hotline.

Arts and Culture Strategic Planning Committee. We thank the committee members for providing a substantial commitment of time, effort and expertise essential to the project's success.

- Tim Nimz, Director, Littleton Museum;
- Dennis Quinn, Director, Bemis Public Library;
- Becky Kosma, CSM, Deputy Director, Littleton Museum;
- Jenny Hankinson, Senior Curator of Collections, Littleton Museum;
- Anna Dyste, Public Art Administrator, Littleton Museum;
- JD McCrumb, Chair, Arts and Culture Board; and
- Denise Weed, Vice Chair, Arts and Culture Board.

Study team. Keen Independent Research, www.keenindependent.com, conducted the study. Team members included:

- Alex Keen, Principal;
- Heather Calvin, Senior Consultant; and
- Roksana Filipowska, Ph.D., Consultant.

Background

Littleton's arts and culture connects to the larger ecosystem of the Denver-Aurora-Lakewood, CO Metropolitan Statistical Area. Littleton's city limits span Arapahoe, Douglas and Jefferson counties and its parks and trails are managed by South Suburban Parks and Recreation.

This plan offers strategies for leveraging Littleton's unique arts and cultural offerings within the greater Denver Metropolitan area while also collaborating with county and regional organizations to ensure mutual support and sustainability.

An Arts and Culture Plan for All of Littleton

This Arts and Culture Plan offers strategies for planning and developing arts and culture across all of Littleton. In addition to the Arts and Culture Board, City leadership and staff, the study team also engaged leaders of the following organizations who help support arts and culture in Littleton:

- South Suburban Parks and Recreation District;
- Downtown Development Authority;
- Arapahoe Community College;
- Culture and Arts Partners Group (CAP); and
- Scientific and Cultural Facilities District (SCFD).

This Arts and Culture Strategic Plan includes findings from interviews, focus groups and research involving members of the above groups to ensure that recommended actions are realistic, streamlined and impactful.



Methodology

The following methodology was used to develop the findings and recommendations in this Arts and Culture Strategic Plan.

Keen Independent conducted virtual and in-person stakeholder engagement with City leaders and staff, arts, culture and business leaders and community members. Approximately 350 people shared their perspective on the plan through the following efforts:

- In-person discovery meeting;
- In-depth stakeholder interviews and focus groups;
- Virtual workshop survey;
- Virtual draft plan presentation to the public; and
- Study hotline and email feedback.

Keen Independent also:

- Conducted extensive mapping of existing assets and possible locations for future arts and culture resources;
- Completed a SWOT (strengths, weaknesses, opportunities and threats) analysis of existing infrastructure that supports cultural activities;
- Analyzed demographic and population trends; and
- Reviewed existing City plans to consider how supporting arts and culture can bolster the City's economic development, as well as Diversity, Equity, Accessibility and Inclusion (DEAI) and sustainability efforts.



Discovery meeting
Photo by Keen Independent



Detail of a discovery meeting station
Photo by Keen Independent



SECTION 2

Executive Summary



Día de los Niños performance
Photo by Bemis Public Library

Key Findings — Introduction

This section describes the Arts and Culture Strategic Plan stakeholder and community engagement process and presents key findings.

Stakeholder and Community Engagement

Keen Independent engaged Littleton residents and community members using a range of methods between June and December 2024.

Stakeholder engagement. The planning process included in-depth interviews and focus groups with 52 stakeholders, including members of the Arts and Culture Board, City staff, local community leaders, business owners and creatives. Stakeholders were asked a series of questions, including how they describe Littleton’s culture and markers of success regarding the City’s support of arts and culture.

Community engagement. The study team invited Littleton residents and community members to participate in multiple ways throughout the planning process.

Public meetings. Keen Independent facilitated an in-person discovery meeting in July 2024 and presented the draft plan to the public during an Arts and Culture Board meeting in January 2025.

Virtual workshop survey. The study team developed a virtual workshop survey that focused on the City’s role in supporting arts and culture, as well as participant preferences regarding future development. The virtual workshop survey was live from mid-August to mid-September 2024.

Study email and hotline. Residents and community members could provide feedback on arts and culture in Littleton, as well as the planning process and the draft plan by using the study email and hotline between July and December 2024. Keen Independent hosted the study website, email and hotline for the duration of the project.

Methodology. Analyzed together, the community engagement tools provided a breadth of community perspectives on art and culture in Littleton, while the stakeholder interviews and focus groups offered depth and information regarding developing, sustaining and supporting arts and cultural initiatives.

See Appendix E for an analysis of stakeholder and community engagement. Stakeholders and community members also provided feedback about the mapping and asset inventories, which are discussed in detail in Appendix A.



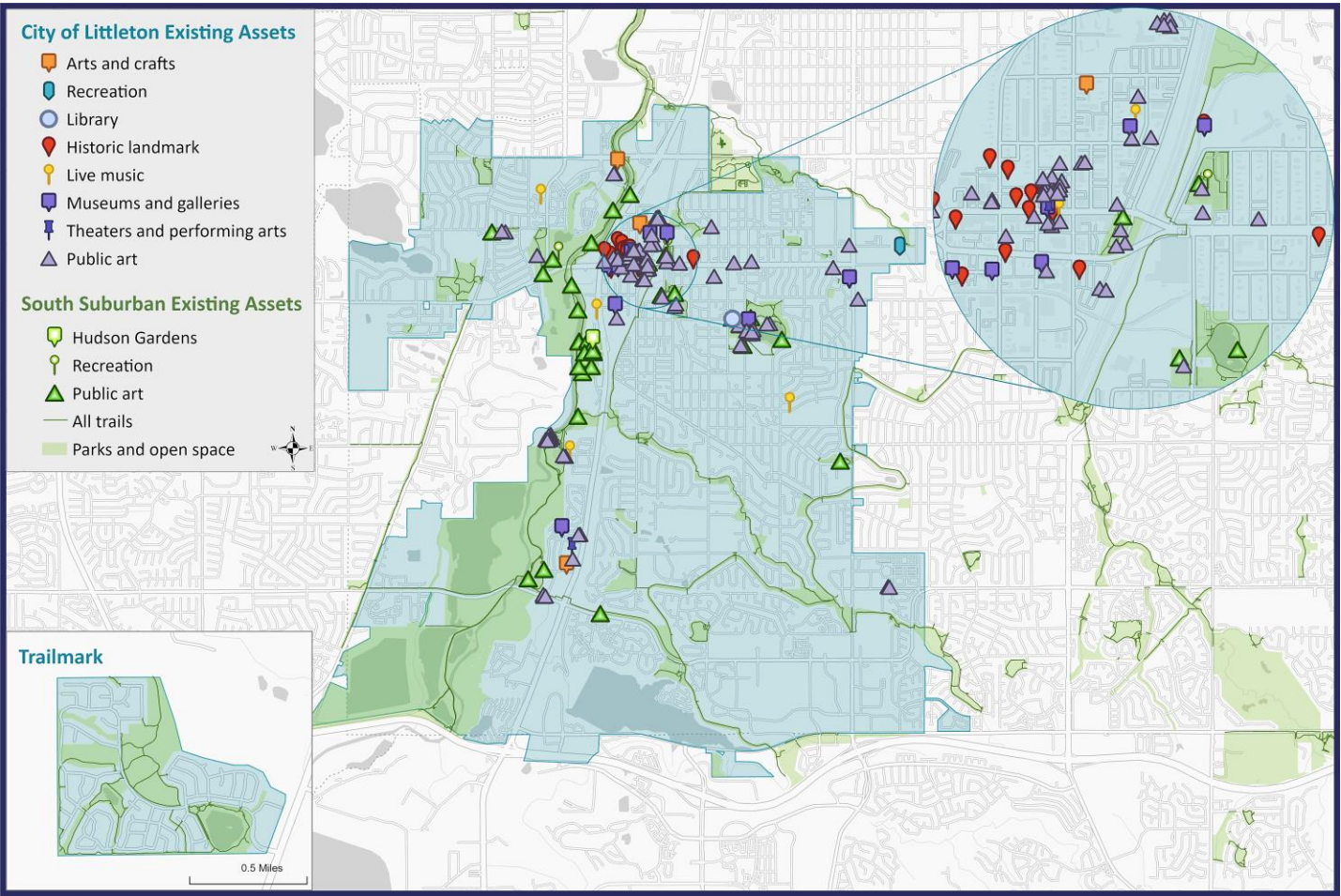
Artist talk at the Littleton Museum
Courtesy of City of Littleton

Key Findings — Arts and cultural assets

Keen Independent developed and mapped inventories of existing arts and cultural assets in Littleton and verified findings with City staff, stakeholders and community members.

Figure 2-1 is an asset area map of Littleton’s many arts and cultural offerings. For more information on Littleton’s existing arts and cultural assets, see Appendix A “Market Analysis.”

2-1. Map of arts and cultural assets in Littleton, 2024



Note: Any green icon regardless of shape or shading indicates that the asset is managed by the South Suburban Parks and Recreation.

Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

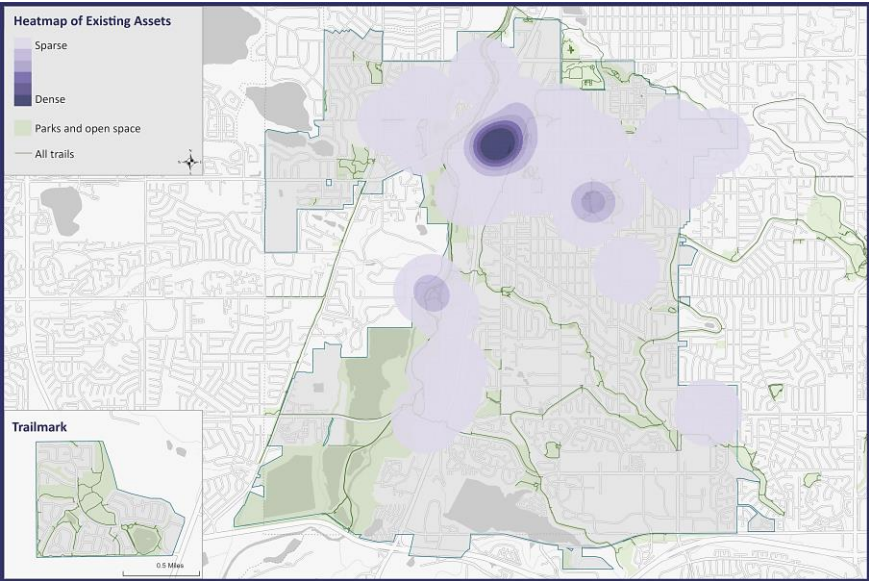
Key Findings — Arts and cultural assets

Keen Independent also examined the locations of existing arts and cultural resources in terms of density. For more information on the mapping featured on this page, see Appendix A, “Market Analysis.”

Density of Existing Arts and Cultural Assets

Figure 2-2 is a heat map version of the asset map on the previous page. The asset map shows that Littleton has one hub of arts and culture, which is restricted to Downtown. Visualizing the data in this way suggests that central and southern Littleton lack arts and cultural assets.

2-2. Heat map of existing arts and cultural assets in Littleton, 2024



Note: This heat map is a translation of the map in Figure 2-1 to show the density of arts and culture assets in specific locations in Littleton.

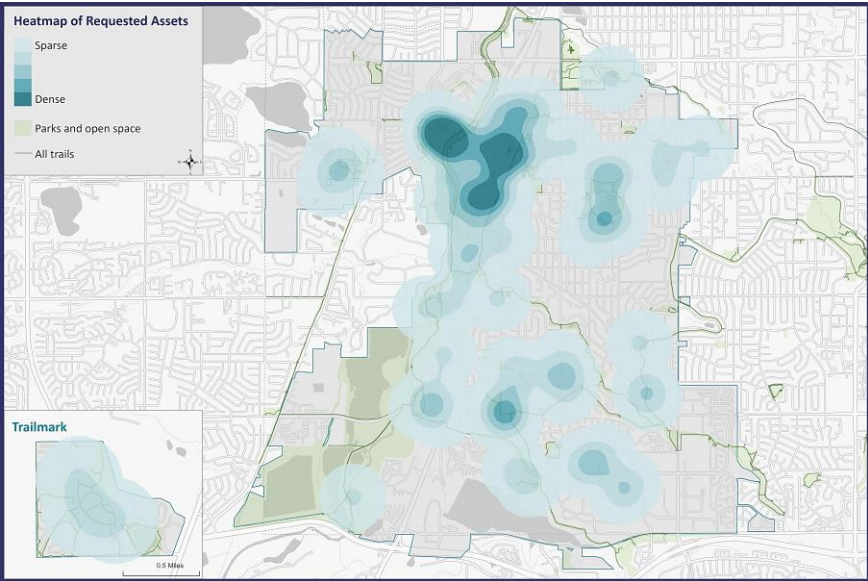
Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

Requested Locations for Arts and Culture

Discovery meeting participants engaged in a mapping activity to identify where they would like to see more arts and cultural assets. Keen Independent translated this activity station into the heat map in Figure 2-3.

The heat map below shows a different pattern from the one on the left. Participants want to see more arts and culture assets introduced throughout Littleton, including Downtown and in southern Littleton.

2-3. Heat map of requested locations for arts and cultural assets, 2024



Note: N = 55. This heat map describes findings from the discovery meeting, which is discussed in Appendix E, “Analysis of Stakeholder and Community Input”.

Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

Key Findings — Shared vision for City’s goal

Stakeholders and community members provided their ideas of what success looks like for arts and culture in Littleton. This shared vision is of the City serving as a catalyst for intentional development that supports local creatives while driving tourism, facilitating collaboration and considers development of arts and culture beyond Downtown.

Markers of Success

The following themes sketch out a shared vision of success for City support of arts and culture while the box on the right features quotes from stakeholders and community members. For more information, see Appendix E, “Analysis of Stakeholder and Community Input.”

Intentional development. Littleton stakeholders, residents and community members see supporting local arts and cultural organizations and initiatives as the way to drive tourism and economic development. Supporting local arts and culture can look like promoting Littleton-based initiatives and creatives, highlighting local talent during City events and introducing funding sources that aid in operating expenses of cultural organizations.

Collaboration among local and regional organizations. Stakeholders and community members envision a future for arts and culture in Littleton where municipal, nonprofit, academic, county and regional organizations and groups work together to support one another through cross-promotion, sharing of resources and coordinating efforts.

Arts and culture throughout Littleton. Stakeholders and residents see Downtown Littleton as a vibrant hub for arts and culture. Throughout the study, these same stakeholders and residents expressed interest in seeing arts and culture introduced or highlighted throughout Littleton, including in parks and trails, on Littleton Boulevard and in southeastern Littleton. Study participants see this marker of success to unite Littleton and promote civic pride and engagement.

“The City of Littleton and the community have a long and proud history of supporting arts, culture, history and heritage. Additional funding sources would help to build on existing successes.”

“Serving locals builds a stronger community, which will in turn drive economic development and tourism.”

“Arts and culture [have] a direct impact on regional tourism and beyond. It should be treated as a priority. Art should remain locally sourced to keep the work within the community.”

“Cities need to be realistic about building new facilities. It’s not just ‘If you build it, they will come.’ Partner with organizations that are close by for performing arts. See if there are warehouse spaces available for creatives before jumping into building more performing arts space. A warehouse can be a black box theater, artist studios, home to an artist-in-residence program ...”

“The multiple players involved in arts and culture [need to] have a robust awareness of each other and what we are all doing and what each of our respective roles and lanes are in the whole picture.”

“The more we can continue to collaborate and have these conversations, the more we get our folks out there and involved ... I would love to see our City Council members participate.”

“[Art and culture] should be shared throughout the community, not just Downtown.”

“Developing a sense of pride in our city and encouraging participation in all aspects of life in Littleton results in more committed citizenry.”

Key Findings — City’s goals and strategies



This plan assists the City in realizing several of its City-wide goals, including supporting “active arts and cultural programs and organizations that offer opportunities to experience and enjoy the arts in Littleton while contributing to the [City’s] economic vitality.”¹ For more information, see Appendix D, “Literature Review of City Plans.”

The following goals will help focus the City’s support of arts and culture in a way that is aligned with City-wide planning:

- 1. Ensure that Littleton is a desirable place for creatives to live, work and enjoy;**
- 2. Unite all of Littleton through placemaking;**
- 3. Develop Littleton into a destination for arts and culture.**

The City will achieve these goals, as well as realize the shared vision of the City’s role in supporting arts and culture in Littleton, through the following strategies:

- 1. Mobilize arts and culture to bolster all of the City’s planning efforts;**
- 2. Collaborate with regional governments and organizations to develop sustainable relationships of mutual support;**
- 3. Empower local cultural leaders; and**
- 4. Listen to and engage diverse residents.**

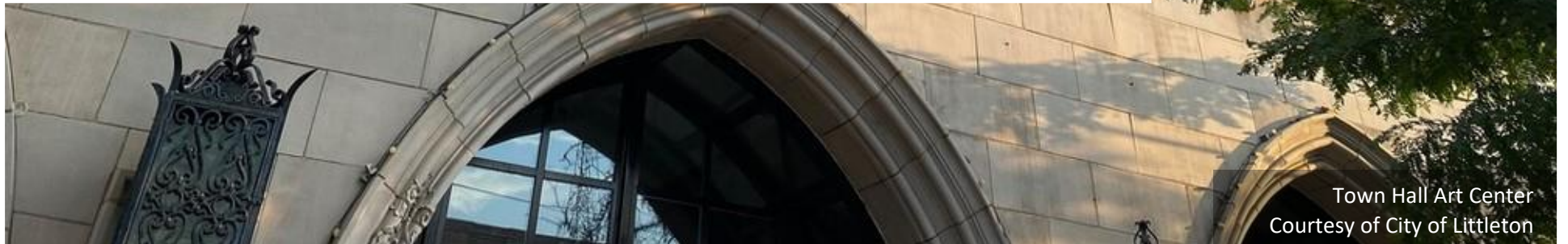
The City can use these goals and strategies to execute the recommendations and the implementation plan in the following two sections of the plan.

¹ Envision Littleton Comprehensive Plan (2019), 63. Retrieved on November 12, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>



SECTION 3

Recommendations



Town Hall Art Center
Courtesy of City of Littleton

Recommendations — Introduction

The recommendations in this section support the City’s goals of ensuring that Littleton is a desirable place for creatives, uniting all of Littleton through placemaking and developing the city into a destination for arts and culture.

How to Use the Recommendations

This section of the Arts and Culture Strategic Plan is organized by the following recommendations:

1. Activate existing resources;
2. Cultivate arts and culture for all of Littleton;
3. Foster the broader arts and culture ecosystem;
4. Develop and refine governance, policies and procedures; and
5. Plan for Littleton’s future.

Recommendations are not listed in terms of priority or start time. Instead, the City can pursue recommendations concurrently. This approach can ensure that the City balances the needs of Littleton residents and organizations while also considering how arts and culture in Littleton relate to county and district-level efforts, such as those of South Suburban Parks and Recreation.

Approaching the recommendations as a road map.

The recommendations offer the City guidance on how to reach its goals. Each of the five recommendation themes includes action items that reflect findings for the planning process. This Plan is intended to be a living document, meaning the City can take the suggestions under each action item as starting points for initiatives while making adjustments that respond to stakeholder and resident feedback and needs.

Implementing the recommendations. For a detailed implementation matrix, which includes suggested lead, who will drive the initiative, collaborators and start date, as well as interim and stretch goals to measure progress, see the “Implementation Plan” in the next section



Little Jam concert
Courtesy of City of Littleton

Recommendation 1. Activate existing resources

The first recommendation theme, “Activate existing resources,” includes four action items, which are discussed below and on the next two pages.

1-1. Inventory programming and resources offered by arts and cultural organizations throughout Littleton

Littleton is a hub of arts and cultural activity. Throughout the planning process, several stakeholders indicated that a comprehensive inventory of arts and cultural programming and resources would highlight existing activities, identify potential gaps and reveal opportunities for collaboration. For information on stakeholder perceptions, see Appendix E, “Analysis of Stakeholder and Community Input.”

Considerations for developing and using a comprehensive programming and resources inventory include:

- Ensuring that all arts and culture organizations throughout Littleton are aware of the initiative through outreach and a call for participation shared regularly through numerous communication channels;
- Reviewing performing arts programming to consider whether performance and rehearsal schedules pose possible conflicts, such as organizations competing for audiences;
- Identifying areas of overlap and difference in instances where multiple organizations offer a similar resource; and
- Organizing and storing the information in a way that ensures ease of updating and sharing.



Bemis Public Library Bookmobile at Meet, Greet and Eat event
Courtesy of City of Littleton



Western Welcome Week Parade
Courtesy of City of Littleton

Recommendation 1. Activate existing resources

1-2. Identify and promote existing spaces and places for arts and culture

During the planning process, Littleton residents and community members expressed interest in more spaces and places for arts and culture, including venues for performance, rehearsing and/or community gathering and outdoor areas to enjoy arts and culture with family and friends. Identifying and promoting existing spaces and places can empower creatives to activate underutilized resources. See Appendix A, “Market Analysis” for venue types and capacity identified through the planning process.

Promoting existing spaces for arts and culture may include:

- Identifying gaps in scheduling, such as whether an organization that follows the school year or academic schedule can be used by community groups during the summer;
- Recognizing which outdoor spaces are particularly suited to outdoor arts and cultural activities and developing a booking system to encourage and manage use if not yet available;
- Considering which unused spaces in office buildings could serve creatives for storage or rehearsal purposes;
- Collaborating with local businesses to highlight their capacity to host live music in bars, breweries and restaurants; and
- Encouraging sites to adopt unified messaging, such as a “There’s art here!” banner or icon to promote arts and cultural use.



Artistic banner at Aspen Grove
Photo by Keen Independent

Recommendation 1. Activate existing resources



1-3. Develop the Visit Littleton website as a central resource

City of Littleton recently launched [Visit Littleton](#), a website that includes an introduction to Littleton and its history, seasonal itineraries, tips for getting around and a calendar of events. Residents and community members who participated in the planning process see an opportunity to continue to develop Visit Littleton as the go-to website for Littleton by highlighting local arts and culture programming, organizations and creatives.

Developing the Visit Littleton website as a central resource for arts and culture might include:

- Featuring evergreen itineraries focused on arts and culture, such as a public art walk;
- Updating arts- and culture-related content regularly with attractive, up-to-date photography, working links and tracking how the website drives traffic to linked organizations; and
- Sharing regular calls for participation and updates so that all arts and culture organizations are represented on the website.

1-4. Support arts and cultural organizations in community outreach and audience expansion

As the City continues its diversity, equity, inclusion and accessibility efforts, it can partner with arts and cultural organizations that are already offering immigrant services, Spanish-language translation and community outreach to individuals and groups who have not historically participated in municipal decision-making. As seen in Appendix C, “Review of Funding and Resources,” supporting arts and culture organizations in this way can further align the City with State priorities.

City support for organizations and groups active in community outreach efforts and audience expansion may look like:

- Identifying existing efforts, using, for example, the previously discussed inventory of programming and resources (action item 1-1.);
- Exploring designating a staff member to coordinate City-wide efforts, such as Spanish-language translation and Alt Text; and
- Considering introducing a grant or funding source to support such efforts.

Recommendation 2. Cultivate arts and culture for all of Littleton

“Cultivate arts and culture for all of Littleton” is the second recommendation theme and includes five action items.

2-1. Develop community-wide arts and culture initiatives

Littleton encompasses 14 square miles, spans three counties and includes the annex neighborhood of TrailMark.¹ Developing community-wide arts and culture initiatives can encourage geographically diverse organizations, residents and community members to see themselves as part of Littleton. Such community-wide initiatives can also drive audiences to explore new locations and make new connections between already beloved sites.

Community-wide arts and culture initiatives may look like:

- Rooted organizations developing mobile resources or off-site programming, such as pop-up performances or exhibits;
- Citywide scavenger hunts with a prize for audiences visiting all participating arts and culture organizations;
- Unified marketing for public art throughout Littleton;
- Film festivals or live music series featuring different locations throughout the programming series; and
- Citywide programming themes, such as Littleton’s unique approach to Colorado’s 150 anniversary in 2026.



Denver Buddhist Temple Minyou Kai Dance Group
Courtesy of Arapahoe Community College

¹ City of Littleton (2024). Littleton Advantage. Retrieved on November 15, 2024 from <https://www.littletonco.gov/Business/Choose-Littleton/Littleton-Advantage>

Recommendation 2. Cultivate arts and culture for all of Littleton

2-2. Design a cohesive placemaking strategy

A cohesive placemaking strategy can further encourage a sense of unified identity for Littleton residents, community members and visitors and tourists.² While community-wide arts and culture initiatives often occur inside of buildings during specific operating hours, placemaking is a strategy for defining publicly accessible places as both welcoming and unique regardless of time of day or season. Examples of existing placemaking in Littleton are featured on the right while suggestions for future actions are listed below.

A cohesive placemaking strategy may feature:

- Unified, welcoming and distinctive signage that uses Littleton's city limits to celebrates Littleton's distinct character;
- A crosswalk art initiative introduced in locations of traffic violations and pedestrian accidents to encourage safety;
- Public art that enlivens Littleton's history;
- A shaded structure in a park or on a trail the becomes a site of small gatherings and milestone moments, such as engagements or family photos; and
- Clearly defined neighborhood boundaries that highlight the history, present and future of that community.

Examples of Placemaking



Community garden revitalizing an unused lot or space



Colorful mural encouraging pedestrians to explore an alley way



Crosswalk art encouraging drivers and pedestrians to pay attention



Public art at a transit station highlighting unique identity of that stop



Sculpture that becomes the defining visual feature of a location

² Project for public spaces (2024). What is placemaking? Retrieved on November 20, 2024 from <https://www.pps.org/article/what-is-placemaking>

Recommendation 2. Cultivate arts and culture for all of Littleton

2-3. Introduce resources in areas without arts and culture assets

As suggested in the Executive Summary, stakeholders and community members are interested in seeing arts and culture resources introduced into areas of Littleton without such assets. For more information, see Appendix A, “Market Analysis.” Introducing resources in new locations may look like:

- Installing functional art, such as shaded structures and benches, in a park without arts and culture resources;
- Working with communities in TrailMark, south Littleton and other locations to identify what kinds of arts and culture resources are desired; and
- Supporting existing community spaces in introducing arts and culture programming, such as pop-up events.

2-4. Highlight local creatives

Littleton residents and community members who participated in the planning process are particularly favorable towards the City supporting local creatives. See Appendix E, “Analysis of Stakeholder and Community Input” for more information. Highlighting local creatives might include:

- Featuring local talent on the Visit Littleton website;
- Designing City-run festivals to include a designed stage, booth and/or market to showcase local creatives;
- Developing a City-run directory of local talent; and
- Introducing an annual art prize designated for Littleton residents and community members.



Tricycle Flag Parade
Courtesy of City of Littleton



Littleton Ballet performance
Courtesy of City of Littleton

Recommendation 2. Cultivate arts and culture for all of Littleton

2-5. Promote and measure arts and culture as economic drivers

Current City planning documents show that the City already sees arts and culture as an economic driver, a means of increasing tourism and a leading way to celebrate Littleton's unique character. Measuring the impact of arts and culture on Littleton's economy can identify successes to promote as well as opportunities for improvement. See Appendix D, "Literature Review of City Plans" for more information.

Promoting and measuring arts and culture as economic drivers may look as follows:

- Completing an economic impact study of arts and culture in Littleton at least once every three to five years;
- Sharing results of an economic impact study through the State of the Arts, for instance, and implementing actions based on findings;
- Encouraging businesses to highlight local creatives by hosting live music, exhibiting artwork or selling crafts, and documenting the impact of these initiatives;
- Tracking how much of tourism to Littleton is due to arts and culture;
- Setting goals for increasing economic impact of arts and culture and tracking progress towards those goals; and
- Identifying where Littleton surpasses neighboring communities in terms of arts and culture economic impact and promoting these areas through City marketing.



Historic Crawford Saloon in Downtown Littleton
Courtesy of City of Littleton



Performance at Twilight Criterium
Courtesy of City of Littleton

Recommendation 3. Foster the broader arts and culture ecosystem



The third recommendation theme, “Foster the broader arts and culture ecosystem,” features three action items and considers how the City can collaborate with district and countywide arts and culture efforts. We are stronger when we work together.

3-1. Champion arts and culture in parks and trails

Parks and trails in Littleton are managed by South Suburban Parks and Recreation (South Suburban). Stakeholders and community members who participated in the planning process see opportunities for the City to collaborate with South Suburban on arts and culture initiatives in parks and trails. See Appendix D, “Analysis of Stakeholder and Community Input” for more information.

Championing arts and culture in parks and trails might include:

- Exploring a collaborative public art initiative to highlight the unique identity of each park and trail in Littleton;
- Advocate for Littleton residents’ interest in more outdoor arts and culture through regular meetings and updates; and
- Promoting South Suburban’s role in stewarding green spaces in City marketing materials.

3-2. Integrate arts and culture with Downtown development and businesses

Downtown Littleton is rich in arts, culture and business activity. Throughout the planning process, stakeholders and community members discussed wanting to see Downtown continue to be a site for arts and culture, as well as a hub where arts, culture and business mutually support one another.

Integrating arts and culture with Downtown development and businesses could feature:

- Approaching arts and culture as key ingredients to the success of Project Downtown;
- Meeting regularly with Littleton’s Downtown Development Authority (DDA) to align efforts; and
- Using arts and culture to help unify Downtown, as well as celebrating the unique characteristics of subareas.

Recommendation 3. Foster the broader arts and culture ecosystem

3-3. Facilitate collaboration with key arts and culture partners

The Arts and Culture Board (ACB) hosts regular meetings with Littleton-based arts and cultural organizations. This forum can be developed to further facilitate collaboration with key arts and culture partners in a way that aligns organizations with City, District and State efforts. For more information on the broader efforts identified through this study, see Appendix C, “Review of Funding and Resources.”

Facilitating collaboration with key arts and culture partners could look like:

- Continuing to encourage all Littleton-based organizations to participate in ACB’s Culture and Arts Partners group;
- Inviting leadership from the Scientific and Cultural Facilities District (SCFD) to meet with the City and key partners to identify strategies for developing cross-county arts and culture initiatives and to share information;
- Reviewing the completed inventory of programming and resources (action item 1-1.) with key arts and culture partners to identify opportunities to streamline, share resources and/or cross-promote initiatives;
- Collaborating with County Cultural Councils and County Commissioners to align efforts across Littleton arts and culture organizations based in Arapahoe, Douglas and Jefferson counties;
- Highlighting ways for key arts and culture partners to work with the City or to access City funding, such as Tier Two project-based grants available through the lodgers tax.



Recommendation 4. Develop and refine governance, policies and procedures



The fourth recommendation theme, “Develop and refine governance, policies and procedures,” includes five action items.

4-1. Engage the community in decision-making

The planning process showed that residents are interested in the City engaging the community in decision-making regarding arts and culture. For more information, see Appendix E, “Analysis of Stakeholder and Community Input.”

Engaging the community might look like:

- Ensuring that decision-making processes regarding arts and culture initiatives involve opportunities for residents to provide input;
- Exploring appointing a Task Force of Littleton stakeholders and community members to help with outreach efforts; and
- Introducing selected arts and culture-related questions on ballots as appropriate.

4-2. Clarify roles of, and relationship with, municipally affiliated arts and cultural nonprofits

When a City is clear on the role of its municipally affiliated nonprofits, as well as any quasi-public agencies such as the Littleton DDA and nonprofits that organize largescale events, the City can coordinate efforts so that existing groups are active and promoted in a way that minimizes competition among groups.

This recommendation might include:

- Identifying which nonprofits and quasi-public agencies currently do, or potentially can, support arts and culture in Littleton;
- Designating a City staff member to serve as a liaison with the Friends of the Library and Museum and assist in clarifying the group’s scope and purpose; and
- Encouraging appropriate municipally affiliated nonprofits and quasi-public agencies to pursue grants in support of arts and culture.

Recommendation 4. Develop and refine governance, policies and procedures

4-3. Streamline processes and procedures for arts and culture programming

Given that the City has such well-established arts and culture programming and that Littleton spans multiple counties and districts, streamlining processes and procedures for arts and culture programming can introduce greater efficiency, resident involvement and potential for innovation. For more stakeholder and community perceptions on the topic, see Appendix E, “Analysis of Stakeholder and Community Input.”

Streamlining processes and procedures for arts and culture programming might include:

- Clarifying permitting process for community events based on resident feedback;
- Working with South Suburban to streamline process for initiating and installing public art in parks and trails located in Littleton;
- Facilitating collaboration between South Suburban and the Littleton DDA regarding arts and culture in green spaces in Downtown Littleton;
- Developing website content addressing clear guidelines for initiating arts and culture programming; and
- Evaluating processes and procedures for efficiency and accessibility on a regular basis, including by considering resident feedback through an open portal, such as a feedback submission form on a website.



The Tree of Knowledge by John King, installed in the Bemis Public Library lobby
Photo by Keen Independent

Recommendation 4. Develop and refine governance, policies and procedures



4-4. Develop the Arts and Culture Board

The City's Arts and Culture Board (ACB) is designed to be the driver of the City's arts and culture vision. Focusing on Board development can empower Board members as arts and cultural leaders and ensure sustainable momentum for years to come.

Developing the Arts and Culture Board could look like:

- Ensuring regular communication between City Council and the ACB;
- Supporting development of outreach and educational resources, such as how residents can submit feedback or volunteer with the ACB;
- Implementing membership planning, especially to ensure that ACB reflects diverse perspectives and experiences;
- Designating a budget for ACB's management, such as through an introduced Percent for Art program; and
- Supporting ACB's collaboration with a nonprofit on conducting a philanthropy study to learn about fundraising potential in Littleton and the region.

4-5. Review tiered system for grant distribution

First collected in 2024, the City has a five percent lodgers tax on hotels, motels and short-term rental hosts within City limits. Starting in 2025, the tax is allocated towards arts and culture in Littleton according to a four-tiered distribution system. The City can review its system annually to ensure distribution is responsive to stakeholder feedback and any new developments regarding arts and culture in Littleton. For more information on the lodgers tax, see Appendix C, "Review of Funding and Resources."

Review of the tiered system for distributing the lodgers tax may feature:

- Considering evaluation criteria for each tier;
- Developing use and reporting guidelines, such as asking recipients to document the impact of the grant;
- Evaluating new funding resources, such as a Percent for Art or more robust fundraising by municipally-affiliated nonprofits and agencies; and
- Assessing regional trends regarding the implementation of a tiered system for grant distribution.

Recommendation 5. Plan for Littleton's future



The fifth and final recommendation theme, “Plan for Littleton’s future,” features four action items.

5-1. Celebrate a unifying vision for arts and culture in Littleton

As the City begins implementing previously discussed action items of developing the Arts and Culture Board (4-4.), completing a comprehensive inventory of arts and culture programming and resources (1-1.) and developing community-wide initiatives (2-1.), it can clarify its unifying vision through cohesive branding that amplifies arts and culture.

Celebrating a unifying vision for arts and culture could include:

- Developing a dynamic marketing campaign to promote the vision to Littleton organizations and residents;
- Highlighting the vision on the Visit Littleton website, including through a sample itinerary;
- Introducing new, and/or updating existing, City programming, including events, to activate the vision; and
- Sharing the vision with county and district-level stakeholders, including South Suburban, SCFD and others.

5-2. Integrate arts and culture throughout City planning

City planning initiatives that integrate arts and culture could create more opportunities for Littleton residents to enjoy arts and culture. For more information on how existing City plans already address, or impact, arts and culture, see Appendix D, “Literature Review of City Plans.”

Integrating arts and culture into City plans may look like:

- Working with City departments to identify initiatives where arts and culture are especially relevant and highlight the role of the cultural arts within those efforts;
- Ensuring the Arts and Culture Board is involved in City planning when the project could impact arts and culture;
- Using this plan to support existing and future City plans; and
- Responding to any research resulting from the implementation of this plan, such as an economic impact or philanthropy study.

Recommendation 5. Plan for Littleton's future

5-3. Examine the feasibility of renovating or building new arts and culture spaces

Stakeholders and community members throughout the planning process expressed an interest in more venues dedicated to arts and culture in Littleton. These perceptions are presented in Appendix E, "Analysis of Stakeholder and Community Input." For a strengths, weaknesses, opportunities and threats (SWOT) analysis of the City's infrastructure and facilities, see Appendix B. The City can use the SWOT analysis as a starting point for any feasibility studies.

Examining the feasibility of renovating or building new arts and culture spaces might result in:

- Repurposing warehouse spaces as multi-use creative hubs, such as for artist studios, exhibition galleries, an artist-in-residence program and/or a black box theater;
- Activating unused storefronts through pop-up programming that introduces arts and culture to locations without such resources;
- Expanding the footprint of existing arts and culture organizations to better accommodate community needs, such as through mixed-use classroom and gathering spaces;
- Updating existing performing arts spaces in Littleton to increase capacity, ensure Americans with Disabilities Act (ADA) compliance and update technology; and
- Conducting a focused feasibility study on building a performing arts center in Littleton.



Recommendation 5. Plan for Littleton's future

5-4. Leverage Littleton's vibrancy within the greater Denver metropolitan area

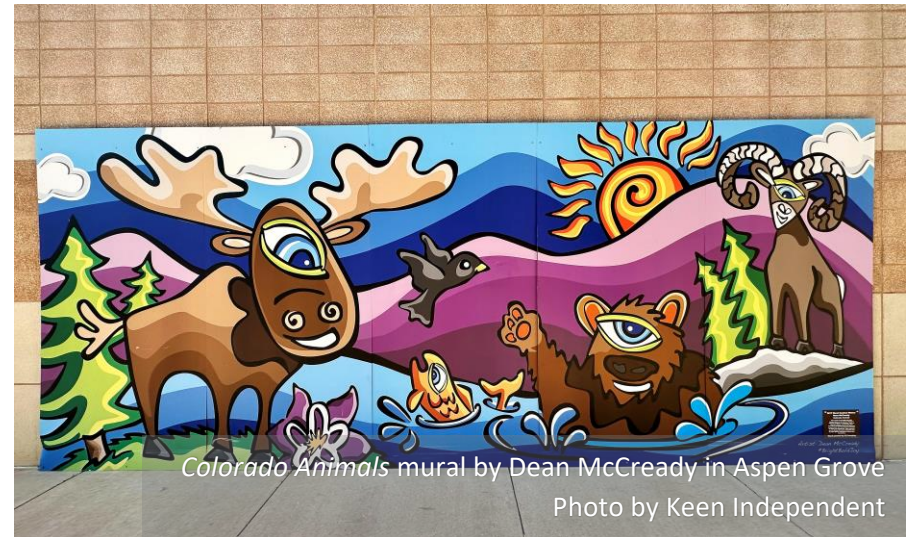
Littleton's unique character, assets and programming within the greater Denver metropolitan area can be leveraged to encourage visitors and to develop Littleton as a destination for arts and culture.

Leveraging Littleton's vibrancy within the Denver metropolitan area could look like:

- Advertising unique arts and culture offerings within the Regional Transportation District;
- Incentivizing future hotel(s) to feature arts and culture, such as exhibit spaces in their lobbies or multi-purpose spaces that could accommodate live music or dance;
- Collaborating with regional organizations to cross-promote offerings;
- Highlighting SCFD-funded organizations and initiatives through marketing, such as documenting visits to Littleton programming by the SCFD mascot;
- Continuing to develop signature City-run events and programming that distinguish Littleton within the greater Denver metropolitan area; and
- Capturing visits to key locations in Littleton and tracking annual growth of visitors coming to Littleton for arts and culture.



Littleton Museum Art Gallery
Photo by Keen Independent



Colorado Animals mural by Dean McCready in Aspen Grove
Photo by Keen Independent



SECTION 4

Implementation Plan

Littleton Ballet performance
Courtesy of City of Littleton

4. Implementation Plan

The following matrix provides guidance for implementing each recommendation along with a timeline and checklist for completion. In the matrix, the “suggested lead” column identifies the City department or position responsible for driving the initiative.

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
1. Activate existing resources					
1-1. Inventory programming and resources offered by arts and cultural organizations throughout Littleton	Public Art Administrator	Littleton Museum, Bemis Public Library and Arts and Culture Board	2025	Inventory is completed and readily accessible to all arts and culture organizations by 2026; by 2028, organizations plan programming and resource expansion with awareness of what is available in Littleton	City updates its programming and resources inventory annually; local organizations contact the Public Art Administrator to share updates of new programs and resources
1-2. Identify and promote existing spaces and places for arts and culture	Public Art Administrator	Littleton Museum, Arts and Culture Board, South Suburban and others	2025	City promotes existing spaces and places for arts and culture by 2026; by 2028, local arts and culture groups use available spaces and places for rehearsal, performance, storage, making and gathering	Performance spaces are identified and available for local performing arts groups
1-3. Develop the Visit Littleton website as a central resource	Communications, Marketing and Events	Littleton Museum	2025	Visit Littleton represents all arts and culture organizations in Littleton	Visit Littleton drives traffic onwards to websites of local arts and culture organizations; Click through rates for arts and culture are at least between 10 and 15 percent increase from those tracked in 2024
1-4. Support arts and cultural organizations in community outreach and audience expansion	Public Art Administrator	Littleton Museum, Bemis Public Library, Littleton Public Schools and others	2027	City meets twice per year with Littleton Public Schools to coordinate immigrant services and audience development	Most of the City's marketing materials regarding arts and cultural include information translated in Spanish

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
2. Cultivate arts and culture for all of Littleton					
2-1. Develop community-wide arts and cultural initiatives	Arts and Culture Board	Littleton Museum and Bemis Public Library	2026	City introduces at least one community-wide arts and culture programming series; locations see a 20 percent increase from 2024 in attendance during the programming series	Littleton has at least three hubs beyond Downtown where residents and visitors can experience arts and culture year-round
2-2. Design a cohesive placemaking strategy	Arts and Culture Board	Littleton Museum and Bemis Public Library	2026	City has a placemaking strategy that considers both neighborhood-specific and Littleton-wide guidelines	Littleton city limits are clearly defined through placemaking; at least two more neighborhoods or sites have a new placemaking program
2-3. Introduce resources in areas without arts and cultural assets	Public Art Administrator	City Manager's Office, Community Development, Economic Development	2027	City has a plan for introducing arts and cultural programming in new locations that is informed by public input	South Littleton has at least five arts and cultural programs or installations; City features new programming in its community-wide arts and culture initiatives and at least quarterly in marketing materials

The implementation matrix for “Recommendation 2. Cultivate arts and culture for all of Littleton” continues on the next page.

4. Implementation Plan

“Recommendation 2. Cultivate arts and culture for all of Littleton” continues on this page.

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
2. Cultivate arts and culture for all of Littleton					
2-4. Highlight local creatives	Communications, Marketing and Events	Littleton Museum	2025	City-organized festivals feature a platform to showcase local talent, such as a designated stage, booth and/or market	City conducts survey to assess rating of its support for local creatives; survey shows at least 80 percent favorability rating regarding City support for local creatives
2-5. Promote and measure arts and culture as economic drivers	Deputy City Manager	Economic Development	2025	City completes an economic impact study of its arts and culture; City shares results of study with its residents and implements actions based on findings, such as setting a goal of increasing economic impact of arts and culture by 10 percent by 2030	City reassesses economic impact against the goal set during the first assessment and defines new strategies to continue to grow arts and culture as economic drivers

4. Implementation Plan

	Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
3.	Foster the broader arts and culture ecosystem					
3-1.	Champion arts and culture in parks and trails	Arts and Culture Board	South Suburban Parks and Recreation District	2026	City and South Suburban meet at least twice per year to plan, and collaborate on, arts and culture in parks and trails in Littleton	Littleton has at least three new sites of arts and culture in parks and/or trails
3-2.	Integrate arts and culture with Downtown development and businesses	Public Art Administrator	Deputy City Manager, Downtown Development Authority (DDA)	2025	City and DDA meet quarterly to plan, and collaborate on, arts and culture in Downtown development and businesses	Downtown has at least four new arts and cultural locations and/or programs
3-3.	Facilitate collaboration with key arts and cultural partners	Arts and Culture Board	Culture and Arts Partners	2025	Arts and Culture Board asks Culture and Arts Partners annually how they can improve their quarterly meetings and collaboration	City engages local arts and culture organizations in planning initiatives, which result in at least three new or expanded resources for practitioners and administrators

4. Implementation Plan

	Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
4.	Develop and refine governance, policies and procedures					
4-1.	Engage the community in decision-making	Public Art Administrator	Arts and Culture Board	2025	City conducts outreach to receive public input on each new arts and culture initiative that impacts a specific neighborhood	Littleton residents have a clear and accessible way to offer input regarding arts and culture; City regularly reviews and acknowledges public feedback
4-2.	Clarify roles of, and relationship with, municipally affiliated nonprofits	Deputy City Manager	Littleton Museum and Bemis Public Library	2025	The Friends of the Littleton Library and Museum have a clarified purpose and scope; Friends group recruits new members based on clarified role and scope	City has clarified role and scope of all municipally affiliated nonprofits; all municipally affiliated nonprofits actively support development of arts and culture in Littleton
4-3.	Streamline processes and procedures for arts and culture programming	Arts and Culture Board	City Council, South Suburban and DDA	2026	City has clear process for arts and culture permitting and programming, including public art, for Downtown and in parks and trails in Littleton	City asks for feedback on streamlined processes and hears that residents are clear on how to obtain event permits and initiate ideas for arts and culture programming

The implementation matrix for “Recommendation 4. Develop and refine governance, policies and procedures” continues on the next page.

4. Implementation Plan

“Recommendation 4. Develop and refine governance, policies and procedures” continues on this page.

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
4. Develop and refine governance, policies and procedures					
4-4. Develop the Arts and Culture Board	Arts and Culture Board	City Council	2025	City recruits members to reflect diverse perspectives; Board works with a nonprofit to conduct a philanthropy study; By 2026, Board submits recommendations to City Council, such as for considering a Percent for Art Program on public projects	The Arts and Culture Board manages a budget separate from the lodgers tax and implements actions based on the already conducted philanthropy study and any completed economic impact studies
4-5. Review tiered system for grant distribution	Arts and Culture Board	Deputy City Manager	2025	City reviews its tiered system for distributing grants based on the lodgers tax, resident feedback and recommended practices	City reviews its tiered system for distributing grants based on any new funding resources and resident feedback

4. Implementation Plan

Recommendation	Suggested Lead	Core Collaborators	Start By	Interim Goal (by 2028)	Stretch Goal (by 2030)
5. Plan for Littleton's future					
5-1. Celebrate a unifying vision for arts and culture in Littleton	Arts and Culture Board	Littleton Museum, Bemis Public Library and Communications and Marketing	2026	City has a unifying vision for arts and culture in Littleton and advertises it within the city	City conducts survey asking residents if they perceive Littleton as a destination for arts and culture; survey results show an increase in perception of Littleton as a destination by at least 20 percent from those collected during 2024
5-2. Integrate arts and culture throughout City planning	Deputy City Manager	City Council	2025	City uses the Arts and Culture Community Strategic Plan as a resource for its other planning efforts, including Project Downtown, and involves the Arts and Culture Board in relevant planning initiatives	All City planning efforts include consideration of how the project will impact arts and culture and whether arts and culture can support the initiative
5-3. Examine the feasibility of renovating or building new arts and cultural spaces	Public Art Administrator	Deputy City Manager, Community Development and Economic Development	2026	City has conducted at least one feasibility study to repurpose, renovate and/or build new spaces for arts and culture	City has repurposed, renovated and/or built at least two spaces for arts and culture
5-4. Leverage Littleton's vibrancy within the greater Denver metropolitan area	Arts and Culture Board	Littleton Museum and Bemis Public Library	2027	City begins to advertise its arts and culture within the Regional Transportation District	City conducts annual survey of visitors and tracks growth of visitors coming to Littleton for arts and culture



SECTION 5 **Appendices**



Section 5. Summary of Appendices

Keen Independent provides supporting appendices for more detailed analysis. The appendices inform the summary report.

Market Analysis

Appendix A provides an analysis of the demographics of Littleton as they compare with national averages. This appendix also provides population forecasts, mapping of existing, as well as desired locations for future, arts and cultural assets in Littleton and inventories of public art and arts and cultural facilities.

Analysis of Infrastructure and Facilities

Appendix B is a SWOT (strengths, weaknesses, opportunities and threats) analysis of infrastructure and facilities related to arts and culture in Littleton. The City can use this appendix as a starting point for a future feasibility study with the goal of assessing existing, and potential, spaces and sites for arts and culture.

Review of Funding and Resources

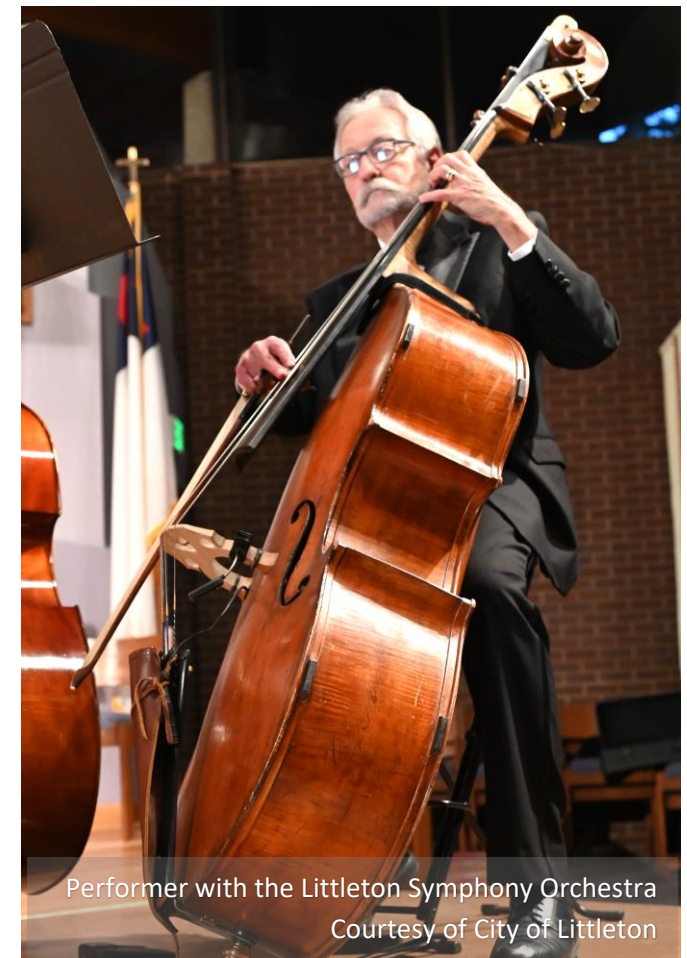
Appendix C provides an overview of existing City funding for arts and culture, as well as identifies potential resources that the City can leverage towards expanding arts and culture.

Literature Review of City Plans

Appendix D is a summary of the City's current plans with key considerations for initiatives that include or impact arts and culture. Analysis includes the 2019 Envision Littleton Comprehensive Plan, the 2021 Littleton Arts and Culture Commission Strategic Plan, City Council Goals and Objectives in Horizon 2027 and the Littleton Comprehensive Economic Development Strategy. The City can use this analysis to align recommendations from the Arts and Culture Strategic Plan with other City plans.

Analysis of Stakeholder and Community Input

Appendix E provides an overview of themes emerging from stakeholder and community engagement conducted throughout the planning process, including in-depth interviews and focus groups, public meetings, a virtual workshop survey and feedback submitted through the study email and hotline.



Performer with the Littleton Symphony Orchestra
Courtesy of City of Littleton

APPENDIX A. Market Analysis

Keen Independent presents a market analysis examining the arts and culture landscape in Littleton, Colorado. This information informs the recommendations we present as part of the Arts and Culture Strategic Plan.

Introduction

For this market analysis, Keen Independent gathered demographic, spending and market potential information about the population of Littleton. Combining this information with population projections from the Colorado State Demography Office and attendance data provided by the National Endowment for the Arts, we projected potential demand for various types of arts and culture activities through 2050.

Business inventory. Additionally, we inventoried relevant arts and cultural businesses in Littleton. Business types include:

- Arts and crafts vendors;
- Historic landmarks;
- Libraries;
- Live music;
- Museums and galleries;
- Recreation;
- Theaters and performing arts venues; and
- Other venues.

Cultural asset inventory. We also inventoried the following cultural assets in Littleton:

- Arts and crafts vendors;
- Historic landmarks;
- Libraries;
- Live music;
- Museums and galleries;
- Recreation;
- Theatres and performing arts venues; and
- Public art.

Figure A-2 on the following page shows existing arts and cultural assets in Littleton, including those that are managed by South Suburban Parks and Recreation (South Suburban). Assets are organized by type.

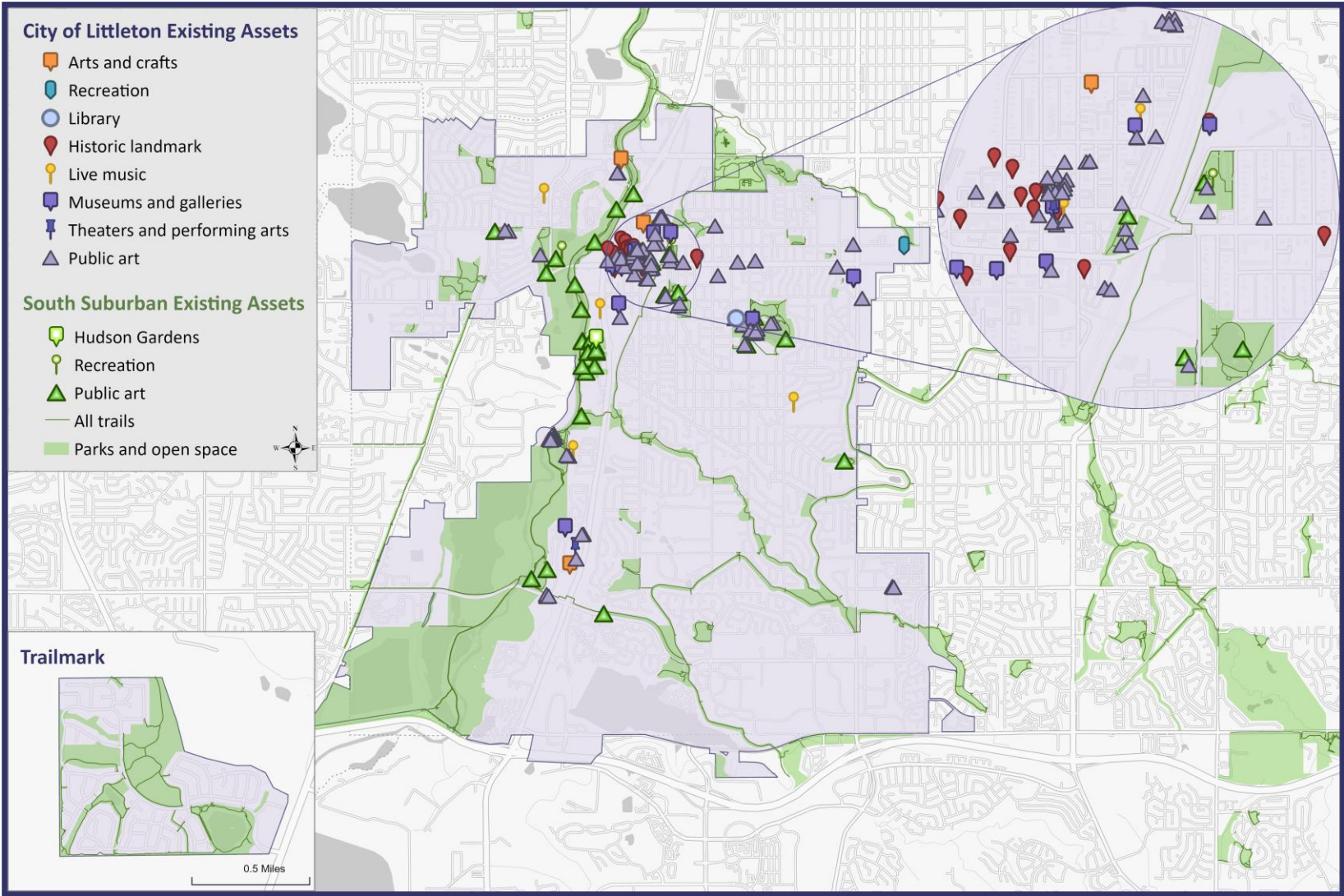
A-1. Downtown Littleton in the snow



Source: City of Littleton.

APPENDIX A. Market Analysis

A-2. City of Littleton arts and culture asset map, 2024



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

APPENDIX A. Market Analysis

Keen Independent analyzed the population and consumer behaviors in Littleton and compared them to national averages.

Population

Figures A-3 and A-4 display income, education, age and race/ethnicity for Littleton compared to the United States overall. Littleton has higher median household income, and a higher percentage of college graduates and white residents compared to the United States overall.

A-3. City of Littleton demographics, 2024

	City of Littleton	United States
Total households	20,647	130,644,648
Household income		
\$24,999 or less	11.0 %	14.9 %
\$25,000 to \$49,999	12.9	16.8
\$50,000 to \$74,999	13.3	15.7
\$75,000 to \$99,999	13.1	12.8
\$100,000 to \$199,999	30.9	27.2
\$200,000 or more	<u>18.8</u>	<u>12.6</u>
Total	100.0 %	100.0 %
Median household income	\$ 99,261	\$ 79,061
Education (population age 25+)		
Less than high school	2.7 %	9.4 %
High school	15.1	26.8
Some college	21.6	27.1
Bachelor's degree	38.7	22.5
Graduate degree	<u>21.9</u>	<u>14.3</u>
Total	100.0 %	100.0 %

Source: Source: U.S. Census Bureau American Community Survey.

A-4. City of Littleton demographics, 2024

	City of Littleton	United States
Total population	46,083	338,273,465
Age		
Up to 10 years old	9.4 %	11.3 %
10 to 19 years old	10.5	12.5
20 to 29 years old	12.7	13.3
30 to 39 years old	14.8	13.7
40 to 54 years old	19.3	18.7
55 to 69 years old	18.8	18.0
70 or more years old	<u>14.4</u>	<u>12.4</u>
Total	100.0 %	100.0 %
Median Age	41.8	39.3
Race		
African American	1.5 %	12.5 %
Asian American	2.5	6.4
Native American	1.0	1.2
Pacific Islander	0.1	0.2
Other race	4.6	8.8
Two or more races	10.8	10.7
White	<u>79.6</u>	<u>60.3</u>
Total	100.0 %	100.0 %
Ethnicity (of any race)		
Hispanic American	14.7 %	19.6 %
Non-Hispanic	<u>85.3</u>	<u>80.4</u>
Total	100.0 %	100.0 %

Source: U.S. Census Bureau American Community Survey.

A. Market Analysis — Spending and behavior

Data on arts and culture-related consumer behavior in the city of Littleton can help inform the type of offerings that organizations offer to patrons.

Entertainment Spending and Market Potential

Figure A-5 presents selected spending potential indices (SPI) for Littleton in categories such as parks and museums, movies and theater performances. An SPI compares the average amount spent locally for a product to the average amount spent nationally. An index of 100 reflects the U.S. average. An SPI of 70, for example, indicates that average spending by local consumers is 30 percent below the national average.

Spending potential. In Littleton, the spending potential indices in all of the entertainment categories examined are higher than the national averages. This indicates that Littleton residents could be more willing to spend money on these forms of entertainment. Tickets to the theatre, as well as operas and concerts, has an SPI of 134, which is the highest index of the categories examined.

A-5. Spending potential indices and averages, 2024

	City of Littleton	United States
Entertainment/recreation		
Index	123	100
Average	\$ 5,042	\$ 4,105
Entertainment/recreation fees/admissions		
Index	130	100
Average	\$ 1,071	\$ 809
Tickets to theater/operas/concerts		
Index	134	100
Average	\$ 102	\$ 74
Tickets to parks or museums		
Index	126	100
Average	\$ 47	\$ 25
Tickets to movies		
Index	131	100
Average	\$ 32	\$ 25
Live entertainment-catered affairs		
Index	131	100
Average	\$ 26	\$ 20

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

A. Market Analysis — Spending and behavior

Entertainment Spending and Market Potential

Figure A-6 presents relevant market potential indices (MPI) for Littleton. MPI measures the relative likelihood of adults in the specified area exhibiting certain potential behaviors or purchasing patterns. An MPI of 100 represents the U.S. average.

Market potential. The study team reviewed MPIs for going to museums, live theater or dancing, as well as performances including classical/opera, country music, dance, movies and rock music. The MPI for Littleton is higher than the national average in all categories other than attended a country music performance, which was just under the national average. The Littleton index was over 20 points higher than the national average for attending a museum, live theater, dancing or classical/opera performance.

Given that Littleton’s spending potential and market potential indicates a higher than national average consumption in most arts and culture categories, the City might consider ways to expand its arts and cultural programming.

A-6. MPI for attending certain types of events in Littleton, 2024

	City of Littleton	United States
Went to museum <i>Index</i>	16 % 122	13 % 100
Went to live theater <i>Index</i>	11 % 122	9 % 100
Danced or went dancing <i>Index</i>	16 % 122	0 % 100
Attended a...		
Classical/opera performance <i>Index</i>	4 % 125	3 % 100
Country music performance <i>Index</i>	4 % 96	5 % 100
Dance performance <i>Index</i>	4 % 108	3 % 100
Movie <i>Index</i>	46 % 104	44 % 100
Rock music performance <i>Index</i>	9 % 116	8 % 100

Note: 100 is the national average and findings are based on a 12-month period.
Source: Esri market potential database based on MRI Simmons Survey (2024).

A. Market Analysis — Demand projections

Methodology

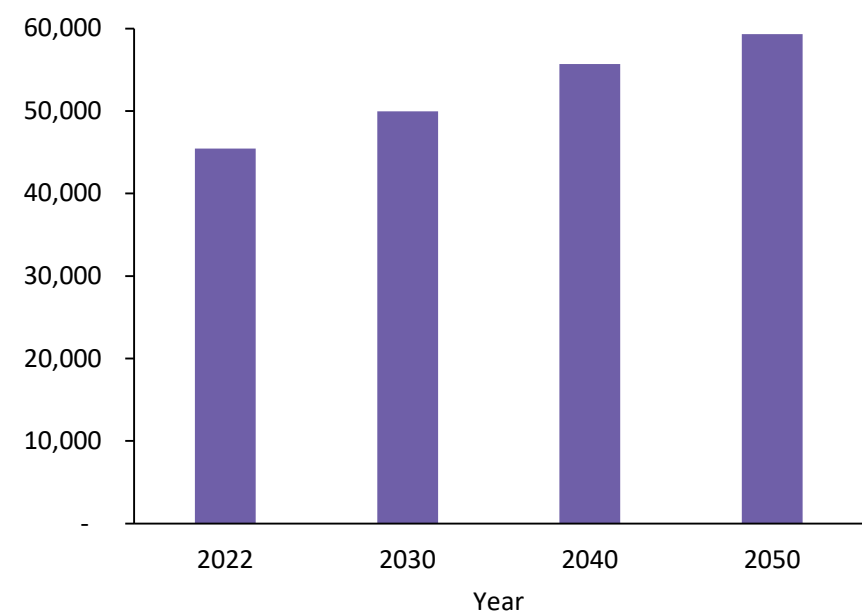
The City of Littleton’s current population and their arts and culture consumption and interests can help Littleton understand potential demand in the future. Participation in events of different types varies by age group.

Population forecasts. The Colorado State Demography Office forecasts that Littleton’s population will grow from about 45,000 residents in 2022 to just under 60,000 residents in 2050, a 30 percent increase in total residents (see Figure A-7).

Population by age in 2022. Figure A-8 on the following page illustrates the age distribution of Littleton’s population. The graph shows the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years). Young adults ages 25–29 and 30–34 are the largest groups, around 4,000 each. Older adult cohorts, ages 75 and above, are the smallest groups, ranging from about 900 to 1,300.

Population by age in 2050. Figure A-8 also presents the projected age distribution for Littleton’s population in 2050 based on Colorado State Demography Office and US Census projections for the area. Older adults ages 85 and older are the largest category at about 4,700. Adults in categories ages 25 to 69 range from 3,200 to 4,600. The smallest group is of ages 15 to 19 at about 2,000.

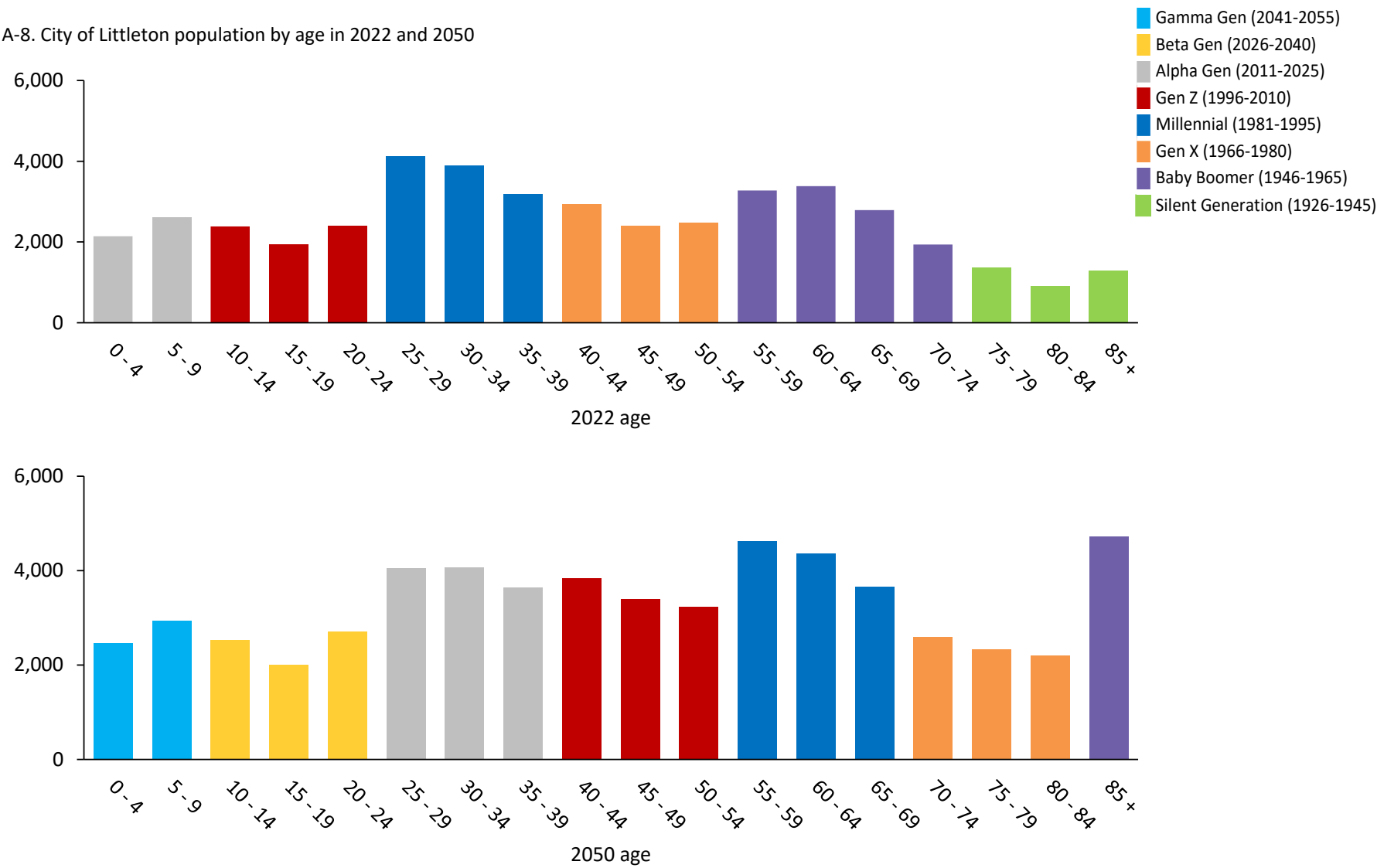
A-7. Population Projections, 2022–2050



Source: Colorado State Demography Office.

A. Market Analysis — Demand projections

A-8. City of Littleton population by age in 2022 and 2050



Source: Colorado State Demography Office.

A. Market Analysis — Demand projections

Demand Scenario

Keen Independent developed a demand scenario for Littleton from the age-specific Colorado State Demography Office population projections and national attendance data generated by the National Endowment for the Arts (NEA) 2022 Survey of Public Participation in the Arts (SPPA).

Key assumptions. These demand projections assume that the 2022 rates for arts and culture participation do not change and that the national trends of age-specific rates of attendance are consistent with Littleton’s population.

Demand projections. Displayed in Figure A-9, Keen Independent projects that unconstrained demand (not limited by inventory and capacity) for Littleton’s arts and cultural activities will increase by about 20 to 37 percent between 2022 and 2050. For example, demand for art museums and galleries is projected to increase by 25 percent over the next 26 years. Please note the following:

- Demand change is at zero percent for 2022, because that is the starting year from which change is measured;
- Projected demand is based on residents, not tourists; and
- Demand changes are relative to current attendance. Relative changes in categories with small numbers of current participants can appear to be more substantial than they are. For example, a small absolute change in the number of people interested in opera can result in a large percentage change. (See Figure A-10 for absolute demand).

A-9. Arts demand projections for Littleton relative to 2022 demand

	2022	2030	2040	2050
Art museums and galleries	0 %	10 %	20 %	25 %
Ballet	0	10	19	25
Jazz music	0	10	21	26
Latin, Spanish or salsa music	0	8	17	20
Musical plays	0	12	25	32
Non-musical plays	0	12	24	33
Opera	0	13	28	37
Dance (other than ballet)	0	12	26	34
Classical music	0	12	25	32

Source: National Endowment for the Arts 2022 Survey of Public Participation in the Arts, Colorado State Demography Office, Keen Independent Research.

A. Market Analysis — Demand projections

Absolute demand. Keen Independent presents unconstrained absolute demand for arts and cultural activities in the city of Littleton (Figure A-10). Unconstrained demand is the estimated number of annual attendances of each type of event from 2022 to 2030 ordered by popularity. Please note that demand projections are based on national attendance trends and are not necessarily reflective of local consumption behaviors.

Visits to art museums and galleries and musical plays are projected to increase by approximately 2,000 and 1,000 (respectively) between 2022 and 2030. Attendance at all other types of arts events listed in Figure A-10 are also projected to increase, but more modestly.

A-10. Unconstrained number of attendances at arts events of the Littleton population

	2022	2030	Percent change	Net change
Art museums and galleries	19,440	21,382	10 %	1,941
Ballet	1,143	1,255	10	112
Jazz music	7,252	7,964	10	712
Latin, Spanish or salsa music	3,203	3,463	8	260
Musical plays	8,884	9,912	12	1,029
Non-musical plays	3,138	3,505	12	367
Opera	389	441	13	52
Dance (other than ballet)	2,436	2,720	12	284
Classical music	3,752	4,272	12	520

Note: Attendance numbers are pulled from the City of Littleton population projections.
Source: National Endowment for the Arts 2022 Survey of Public Participation in the Arts, Colorado State Demography Office, Keen Independent Research.

A. Market Analysis — Inventory

Keen Independent conducted an environmental scan to identify relevant arts and culture businesses and venues within Littleton.

Arts and Culture Assets in Littleton

Littleton has over 40 arts and culture businesses and historic landmarks within city limits, as displayed in Figure A-11. Businesses include venues for experiencing live music and theater and gathering places to enjoy art and culture activities.

A-11. Arts and culture businesses in the city of Littleton

Cultural assets	Type
Artspark	Arts and crafts
Creatory Workshop, Littleton	Arts and crafts
Eastlosarte Galeria and Artisan Shop	Arts and crafts
Littleton Learning Lab	Arts and crafts
Abbott Building	Historic landmark
Arapahoe County Courthouse	Historic landmark
Atchison, Topeka, & Santa Fe Depot	Historic landmark
Batschelet Building	Historic landmark
Carnegie Library	Historic landmark
Columbine Mill	Historic landmark
Coors Building	Historic landmark
Denver & Rio Grande Depot	Historic landmark
First National Bank of Littleton	Historic landmark
Leach House	Historic landmark
Louthan House	Historic landmark
Spotswood Residence	Historic landmark
Two Potters/Lemcke Meat Market	Historic landmark
Weston Masonic Lodge	Historic landmark

Source: Keen Independent Research.

A-11. Arts and culture businesses in the city of Littleton (continued)

Cultural assets	Type
Bemis Public Library	Library
Breckenridge Brewery	Live music
Fraco's Bar and Live Music	Live music
Littleton Bass School	Live music
Platte River Bar & Grill	Live music
Rocker Spirits	Live music
The Alley	Live music
Alley Arts Studio	Museums and galleries
Arapahoe Community College Art and Design Center	Museums and galleries
Carson Nature Center*	Museums and galleries
Colorado Gallery of the Arts	Museums and galleries
Garage Art Gallery & Studio	Museums and galleries
Judy Patti's Art Studio	Museums and galleries
Littleton Depot Art Gallery	Museums and galleries
Littleton Museum	Museums and galleries
ROX Arts Gallery	Museums and galleries
Stanton Art Gallery	Museums and galleries
The Steve Adams Gallery	Museums and galleries
Douglas H. Buck Community Recreation Center*	Recreation
Littleton Public Schools Stadium	Recreation
Sports Complex*	Recreation
Alamo Drafthouse Cinema Littleton	Theatre and performing arts
Hudson Gardens & Event Center*	Theatre and performing arts
Town Hall Arts Center	Theatre and performing arts

Note: * Indicates facilities managed by South Suburban.

Source: Keen Independent Research.

A. Market Analysis — Inventory

Venues

Keen Independent also identified venues relevant to arts and culture within Littleton’s city limits. We note the capacity of each venue where available. These venues are organized into charts based on type:

- Event spaces and multipurpose rooms (Figure A-12);
- Event spaces and multipurpose rooms managed by South Suburban (Figure A-13);
- Live music (Figure A-14); and
- Theater and performing arts (Figure A-15).

Event spaces and multipurpose rooms. Figure A-12 includes event spaces and multipurpose rooms that are open spaces of varying sizes and capacities. These spaces could be used for a range of activities and gatherings, including but not exclusive to meetings, rehearsals and parties. For large meeting spaces, there are four spaces that can accommodate 100 or more people. One space accommodates mid-size groups of up to 75 people while another is designed for small groups of 15 to 20 people.

A-12. Event spaces and multipurpose rooms in Littleton

Event spaces and multipurpose rooms	Capacity
Ashley Ridge by Wedgewood Weddings	300
Riverwalk Clubhouse	125
Bemis Public Library	
Large meeting room	100
Conference room	20
Breckenridge Brewery	
The Great Room	120
The Tour Tasting Room	75

Source: Keen Independent Research.

A. Market Analysis — Inventory

Event spaces and multipurpose rooms managed by South Suburban. Figure A-13 lists open spaces of varying sizes and capacities that could be used for a range of activities and gatherings, including but not exclusive to meetings, rehearsals and parties. Several of the spaces managed by South Suburban are located within recreation centers that include gyms, courts and turfs designed for sporting events, games and practices. Of the South Suburban managed spaces, there are eight spaces with capacities of 130 or greater, including a gym with a capacity of 525 people. There are six spaces that can accommodate groups of around 50 to 60 people and one small meeting room for under 25 people.

A-13. Event spaces and multipurpose rooms managed by South Suburban

Event spaces and multipurpose rooms	Capacity
Douglas H. Buck Community Recreation Center	
Gym	525
Multi-room block	160
Rio	60
Atchison	58
Pacific	57
Santa Fe	57
Topeka with stage	49
Hudson Gardens	
The Inn & Backyard	175
The Rose Garden & Bloom Room	175
Monet's Place & The Pavilion	150
Sports Complex	
Turf	175
Court	150
Banquet room	130
Meeting room	23

Source: Keen Independent Research.

A. Market Analysis — Inventory

Live music. Live music venues are businesses, often bars and restaurants, that offer live music as part of their nightly or weekly offerings. Littleton has several places that offer live music, including one venue with a capacity of 150 and another with approximately a 200-person capacity (Figure A-14).

Theater and performing arts. Theater and performing arts spaces are venues primarily used and designed for performances. Most of these spaces include stadium-style seating.

The Littleton Public Schools Stadium, with a capacity of 1,000, and Waring Theatre at Arapahoe Community College, with a capacity of 226, primarily serve student activities and audiences (Figure A-15). Town Hall Arts Center has a capacity of 226.

A-14. Live music venues in Littleton

Live music	Capacity
Fraco's Bar and Live Music	200
Platte River Bar & Grill	150
BARBOX at Aspen Grove	
Littleton Bass School	
Rocker Spirits	
The Alley	

Note: Capacity not available for all venues.

Source: Keen Independent Research.

A-15. Theater and performing arts venues in Littleton

Theater and performing arts	Capacity
Littleton Public Schools Stadium	1,000
Town Hall Arts Center	260
Waring Theatre	226

Source: Keen Independent Research.

A. Market Analysis — Inventory

Public Art

Keen Independent inventoried public art assets within Littleton city limits. Littleton has over 100 public assets located across outdoor spaces, which are owned and maintained by private businesses, the City of Littleton and South Suburban. These assets are organized into charts based on type:

- Monuments and memorials;
- Functional design;
- Murals; and
- Sculptures.

Monuments and memorials. Figure A-16 lists monuments and memorials in Littleton. These are assets commemorating nationally recognized historical individuals and events, as well as notable individuals and groups local to Littleton. Some of these assets are managed by the City of Littleton and others are managed by South Suburban.

Functional design. Figure A-17 lists functional design assets in Littleton. In addition to artistic expression, these assets have a functional element to them, such as providing seating or telling time.

A-16. Monuments and memorials in Littleton

Monuments and memorials	Location
A Memorial to the Pioneers of the Upper Platte Valley	Melting Pot Restaurant
Airlife Memorial*	Mary Carter Greenway
Bega-Littleton Sister Cities Monument	Bega Park
Blue Star Memorial*	Hudson Gardens & Event Center
Council Grove	Mary Carter Greenway
Danny Phillip Dietz Jr. Memorial	Berry Park
Littleton War Memorial Sun Dial	Sterne Park
Ray's Bench*	Hudson Gardens & Event Center
Sterne Memorial Fountain	War Memorial Rose Garden
World War II Memorial	Ketring Park

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A-17. Functional design assets in Littleton

Functional design	Location
Break Time Fountain	Littleton Museum
Millennium Clock Tower	Downtown Littleton Light Rail Station
Railroad Spur Bench	Railroad Spur (Mineral) Trail
The Silver Band of Present Time Tower	Mineral Light Rail Station

Source: Keen Independent Research.

A. Market Analysis — Inventory

Murals. Littleton has close to 30 murals, which are installed on local businesses and community buildings, as well as traffic boxes throughout the city (Figure A-18). There is a concentration of murals in downtown Littleton. The murals in Littleton depict different types of imagery, including nature, people, popular culture, history and abstraction.

A-18. Murals in Littleton

Murals	Location
A Celebration of the Performing Arts	2450 W Main St
Color in the Time of COVID	Alley Arts Studio
Colorado Man	Littleton Blvd & Bannock St Intersection
Crashing Bull	Proud Souls Barbecue
Gourmet Pottery	5730 S Curtice St
Imagine	Reinke Brothers
Imagine	Woodlawn Center
Kebler Pass	Alamo Drafthouse Cinema Littleton
Littleton Ballet Academy Mural	Littleton Ballet Academy
Morning Waves	5624 S Prince St
Octo Watertower	Reinke Brothers
Passages	Downtown Littleton Light Rail Station
Poppies	Alley Arts Studio
Title Guaranty Mosaic	Title Guaranty Building

Source: Keen Independent Research.

A-18. Murals in Littleton (continued)

Murals	Location
Untitled - Reinke's history	Reinke Brothers
Untitled - Abstract flowers	Broadway & Powers intersection
Untitled - Annabelle's Box	Broadway & Orchard intersection
Untitled - Aspen trees	Reinke Brothers
Untitled - Black and white butterfly wings	5624 S Prince St
Untitled - Columbines & sunflowers	Aspen Grove Lifestyle Center
Untitled - Crypt	Reinke Brothers
Untitled - Elk & mountains	AMLI Littleton Village
Untitled - Face with geometric shapes and flowers	Littleton's Woodlawn Floral
Untitled - Gemstone	Reinke Brothers
Untitled - Graphic year	Reinke Brothers
Untitled - Halloween scene	Reinke Brothers
Untitled - King & queen	Reinke Brothers
Untitled - Littleton History	Railroad Spur/Mineral Avenue Trail
Untitled - Littleton's 125th Anniversary	SE corner of Nevada St and West Main St
Untitled - Mayan symbol	Reinke Brothers
Untitled - Mountain biking (1)	The Bikery at The Brewery
Untitled - Mountain biking (2)	The Bikery at The Brewery
Untitled - Palenque Cocina dogs	Palenque Cocina
Untitled - Palenque Cocina rabbit	Palenque Cocina
Untitled - Poppies, daisies, & water drop	Reinke Brothers
Untitled - Salon workings	Evolution Hair Studio
Untitled - Skeleton playing guitar near cactus	Reinke Brothers
Untitled - Tattered cover mural	Aspen Grove Lifestyle Center
Untitled - Zooley's Place buffalo	Zooley's Place

Source: Keen Independent Research.

A. Market Analysis — Inventory

Sculptures. Littleton features over 60 sculptures installed throughout the city (Figure A-19). Many of these sculptures are located downtown. Sculptures are also installed throughout green spaces and around community buildings. Some of these assets are managed by the City while others are managed by the South Suburban. Materials used to create these sculptures include different types of metals, including bronze and stonework.

A-19. Sculptures in Littleton

Sculptures	Location
5 Sunflowers	Littleton Museum
Again	Bowles Grove Park
Aster-Mum	The Buck Recreation Center
Balance in Motion*	Littleton Golf and Tennis Club
Boy Fishing	Ketring Park
Circle of Friends	Bemis Public Library
Climb*	Hudson Gardens & Event Center
Collective Nest*	Hudson Gardens & Event Center
Coming Home	Mary Carter Greenway
Dee Dee & Libby*	Hudson Gardens & Event Center
Dorothy & Friends*	Hudson Gardens & Event Center
Eccentric Cello*	Hudson Gardens & Event Center
Endless Time*	Hudson Gardens & Event Center
Find Beauty*	Hudson Gardens & Event Center
Flight*	Hudson Gardens & Event Center
Flood Story*	South Platte Park
Forever Iris*	Hudson Gardens & Event Center
Fox Den	Littleton Museum
Free Flow	Littleton Museum
Hangin' Around	Mary Carter Greenway
Incoming*	Hudson Gardens & Event Center
Kaleidoscope*	Hudson Gardens & Event Center
Kate's Pony*	Hudson Gardens & Event Center

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A. Market Analysis — Inventory

A-19. Sculptures in the city of Littleton (continued)

Sculptures	Location
Laugh With Us	Littleton Museum
Leaf Canopy	AMLI Littleton Village
Life's Lessons	Littleton Museum
Lotus*	Hudson Gardens & Event Center
Maiden Voyage	Littleton Museum
Mind Field*	Hudson Gardens & Event Center
Moondance	Mary Carter Greenway
Mr. Blues	Littleton Museum
Nature's Legacy*	Carson Nature Center
Operation Red Wings	Berry Park
Peaks	2659 W Main St
Plash*	Little's Creek Park
Quest	Arapahoe Community College
Red Dress*	Hudson Gardens & Event Center
Riverside Downs	Riverside Downs
Roo and Baby Roo	Bega Park
Settler's Remnants to Rust	Littleton Center
Skip To My Lou	Gallup Park
Slinky The Catepillar	Sterne Park
Snips 'n Snails	Bega Park
Solar III	Gallup Gardens
Spirit of Inspiration	Arapahoe Community College Art & Design Center

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A-19. Sculptures in the city of Littleton (continued)

Sculptures	Location
Telescope	Littleton Center
The Cobbler's Path	La Rocco Plaza Park
The Gift*	Hudson Gardens & Event Center
The Prize Catch	Mary Carter Greenway
The Touch	Littleton Center
To Share is Precious, Pure and Fair	2440 W Main St
Together We Rise*	Harlow Park
Town Meeting	Littleton Center
Under a Watchful Eye	Mary Carter Greenway
Untitled - Alley/Littleton's History	2420 W Main St
Untitled - Flute player	Miller & Steiert Law Firm
Untitled - Fountain	Littleton Center
Untitled - Spinning horses	Riverside Downs
Untitled - Bird bath	Littleton Museum
Wagon Wheels	2299 W Main St
Waiting for the Kiss	Mary Carter Greenway
Water Drop*	Hudson Gardens & Event Center
Woman Riding Horse	Mary Carter Greenway
Year of Sundays	Littleton Court House

Note: * Indicates assets managed by South Suburban.

Source: Keen Independent Research.

A. Market Analysis — Heat maps

Keen Independent created heat maps of existing and requested locations for arts and cultural assets in Littleton.

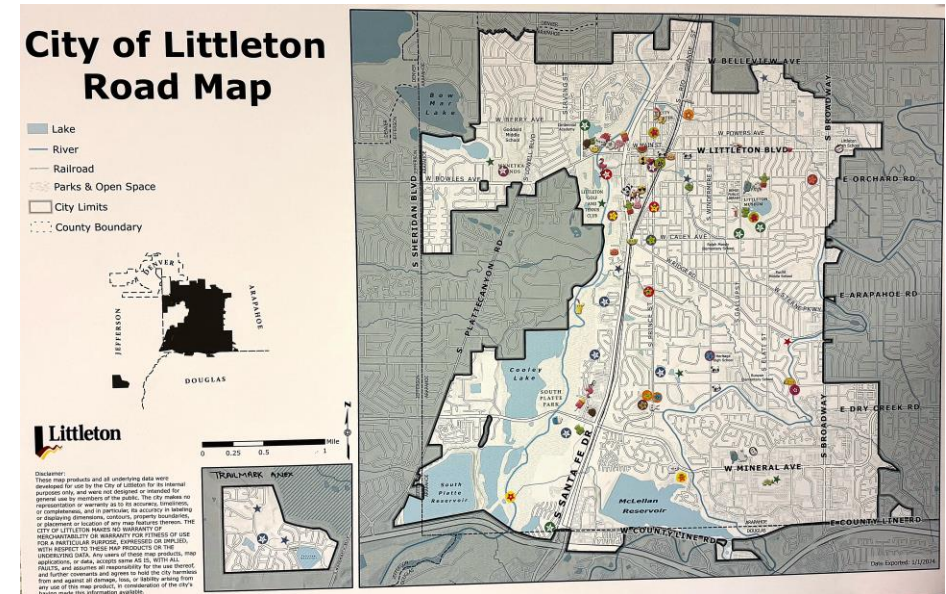
The heat map of existing arts and cultural assets in Figure A-21 shows that current assets are concentrated to downtown Littleton. Southwest Littleton shows no arts and cultural assets.

Methodology for Heat Map of Requested Asset Locations

Keen Independent created Figure A-22, or the heat map of desired locations for arts and cultural assets, based on the findings from a discovery meeting mapping station. Members of the public were invited to place stickers where they would like to see more arts and culture in Littleton. Figure A-20 on this page is a photograph of the findings from the mapping station that serves as the basis for the heatmap in Figure A-22.

Comparing the heat maps of existing and desired locations for arts and culture shows that discovery meeting asked for resources in locations that currently lack arts and culture assets.

A-20. Photograph documenting the mapping station at the July 15, 2024, discovery meeting for this planning project

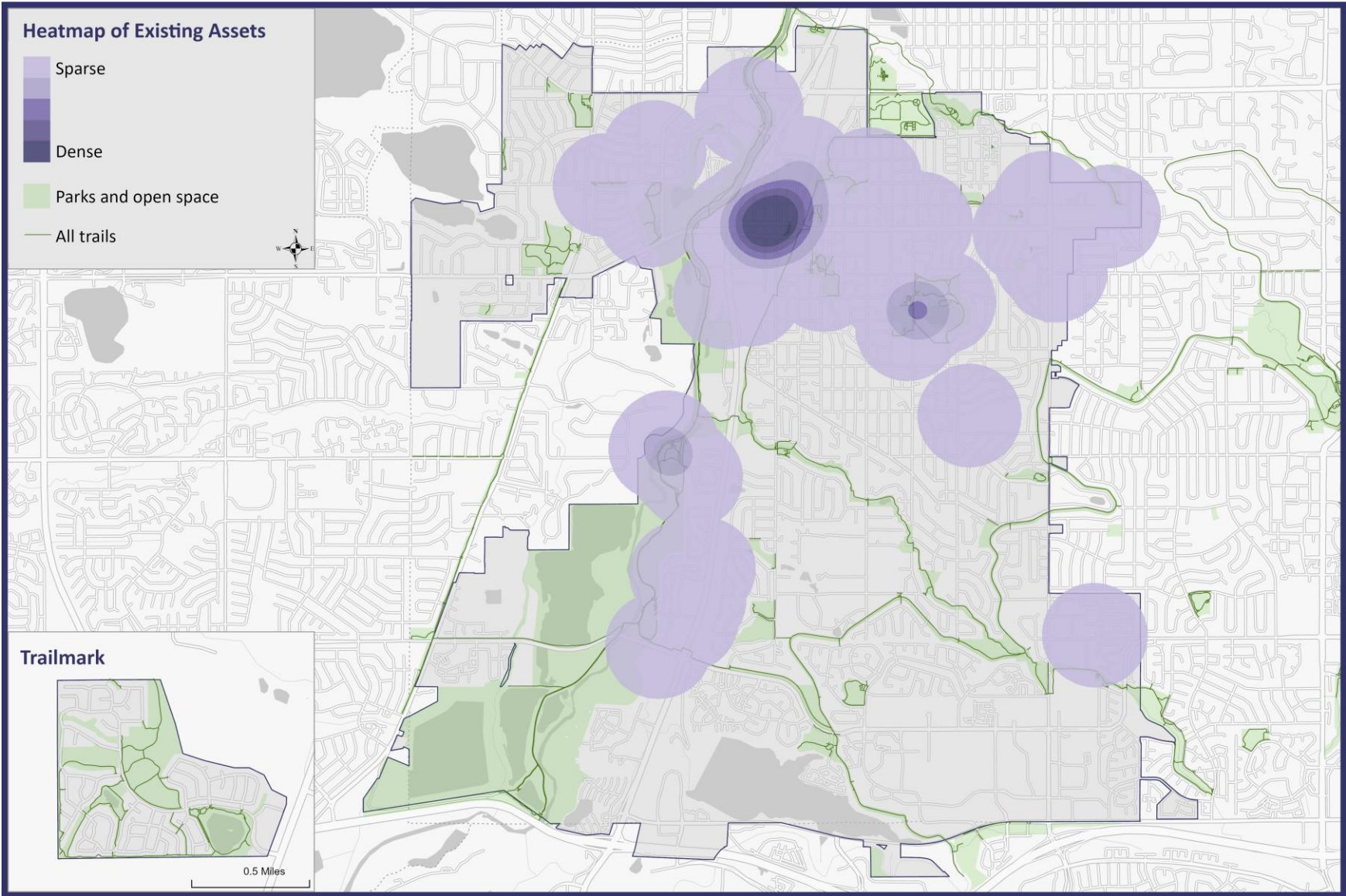


Note: N = 55. Participants could apply up to two stickers.

Source: Keen Independent Research.

A. Market Analysis — Heat maps

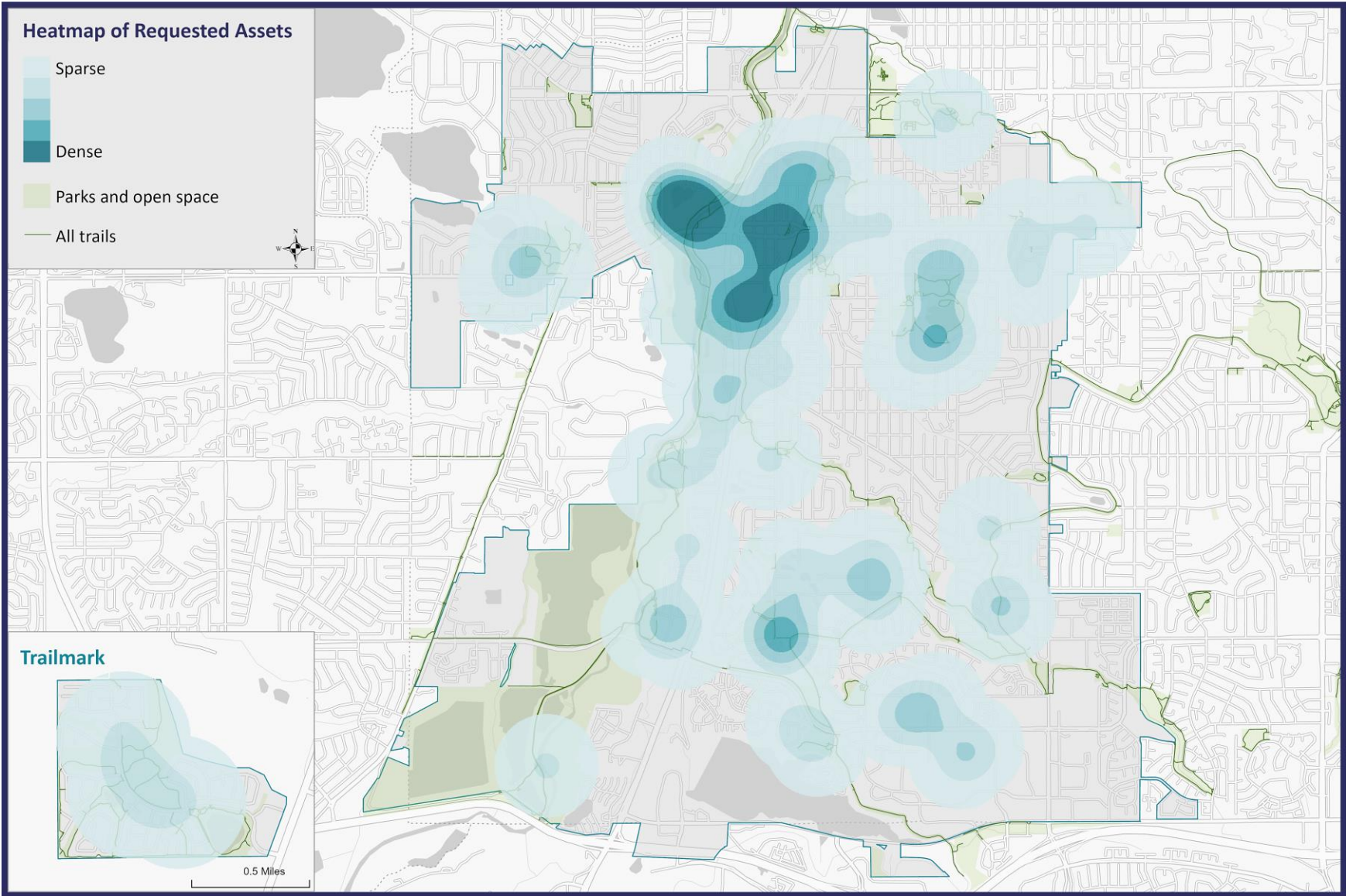
A-21. City of Littleton heat map of current art and culture assets, 2024



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

A. Market Analysis — Heat maps

A-22. City of Littleton heat map of requested art and culture assets during public outreach, 2024



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

A. Market Analysis — Tourism

Keen Independent also considered Littleton’s tourism market.

Tourism in the Denver Metropolitan Area

Located within the greater Denver metropolitan area, Littleton is part of a region robust with tourism. Between 2022 and 2023, the Denver “region,” which includes Littleton, increased in spending by tourists by 5 percent.¹ Looking at a broader time period, tourism spending increased by over 17 percent between 2019 and 2023.²

Arts and culture spending by tourists. Arts, entertainment and recreation-related spending by tourists in the Denver region increased by 8 percent since 2019 with seven percent of that growth taking place between 2022 and 2023.³

Tourism spending at a county level. Relevant to Littleton, which spans three counties, Arapahoe County saw an increase in travel spending of about 6 percent (5.7%), Douglas County rose by 5 percent (4.8%) and Jefferson County experienced a 7 percent increase in visitor spending in 2023 from the previous year.⁴

Hotels and Motels in Littleton

The City has a 5 percent lodgers tax on hotels, motels and short-term rentals that is designated towards arts and culture. Figure A-23 shows estimated annual sales for hotels and motels in Littleton along with the average of available rooms and percentage of occupancy. The data are estimated based on a two-year period of 2022 and 2023.

¹ Dean Runyan Associates (2023). The Economic Impact of Travel in Colorado, 24. Retrieved on November 17, 2024 from https://drive.google.com/file/d/1-JV6YfMyRW4awSd_WaQCHEFo1A-w8Cbs/view The report outlines defines travel spending as a combination of destination spending, such as on activities, and expenditures specific to travel, such as lodging and airfare.

A-23. Estimated annual sales for hotels and motels in Littleton for 2022 and 2023 with average room availability and occupancy

Hotel or motel	Estimated annual sales	Average rooms available	Average percent occupied
Courtyard by Marriott	\$ 5,214,162	125	77 %
Residence Inn by Marriott	4,556,101	116	72
Hampton Inn & Suites	3,515,675	118	70
Staybridge Suites	3,401,794	105	83
WoodSpring Suites	2,192,880	122	73
Essex House Motel	1,165,080	57	70
Evergreen Motel	1,053,938	55	73
Total	\$ 21,099,630		

Source: City of Littleton, Keen Independent Research.

² Ibid., 30.

³ Ibid, 30.

⁴ Ibid. 46 to 48.

APPENDIX B. Infrastructure and Facilities SWOT Analysis

The table below provides an analysis of strengths, weaknesses, opportunities and threats, or SWOT analysis, regarding the City's support of arts and culture. This SWOT analysis is a synthesis of qualitative and quantitative research conducted throughout the planning process.

Strengths and weaknesses focus on present-day observations, while opportunities and threats involve factors to consider while looking to the future. Keen Independent recommends that the City use the following SWOT analysis as a starting point for a feasibility study to identify spaces to renovate and/or build for arts and culture in Littleton.

Strengths ■ Town Hall Arts Center is a celebrated community asset and has a vision to continue to develop; ■ Littleton Museum and Bemis Public Library are supported by the City and recognized by residents for their services; ■ Littleton is well-known for its events, including Western Welcome Week and the Audi Denver Littleton Twilight Criterium, which draw residents, area visitors and tourists; ■ Downtown Littleton is a vibrant hub of arts, culture and business; and ■ Littleton has numerous restaurants and bars that are designed to host live music and which regularly feature local performers.	Weaknesses ■ Residents' interest and participation in the performing arts surpasses existing venue availability and capacity; ■ Distribution of arts and culture assets is largely limited to Downtown; ■ Littleton arts and culture organizations are not aware of existing inventory of multipurpose rooms; ■ Some residents view the Littleton Museum and Bemis Public Library as "out of the way," suggesting the City can do more to connect these facilities to the rest of Littleton; and ■ Arapahoe Community College's (ACC's) Waring Theatre requires updates and outreach to become accessible to the broader Littleton community.
Opportunities ■ Hudson Gardens could emerge as a more prominent arts and culture venue, following its planning process; ■ ACC is interested in collaborating with the City on arts and cultural infrastructure and facilities development; ■ Downtown Development Authority has capacity to pursue fundraising and grants and has interest in developing more Downtown infrastructure and facilities for arts and culture; and ■ Market analysis shows that Littleton residents' behavior and spending are higher than the national average for the arts.	Threats ■ Littleton's location in the Denver metropolitan area exposes it to both market saturation and leakage due to Littleton residents going elsewhere to participate in and enjoy arts and culture; ■ Approaching the lodgers tax as the main funding source may result in a perception that Littleton's arts and culture are dependent on the tax; ■ Lack of coordination between the City and such groups as South Suburban, the DDA, and ACC could lead to competition for audiences or inefficient planning; and ■ Cost and availability of real estate may limit development and accessibility of arts and cultural spaces in Littleton.

APPENDIX C. Review of Funding and Resources — Introduction

Keen Independent reviewed current funding practices for arts and culture in Littleton. This appendix offers a summary of City, District and State budgets and taxation tools with a focus on funding streams currently allocated for distribution to arts and cultural organizations.

The review addresses the following topics:

- City budget;
- Lodgers tax;
- Scientific and Cultural Facilities District;
- State; and
- Opportunities.

C-1. Trees on Littleton Crabapple Route



Source: City of Littleton.

C. Review of Funding and Resources — City budget

The City publishes an operating and capital improvement budget each year. Due to the timing of this study, Keen Independent reviewed the Proposed Operating and Capital Improvement Plan Budget for 2025 in addition to previous years.¹

City Budget for Arts and Culture

As seen in Figure C-2, the City allocates 10 percent, approximately \$5.9 million, of its budget (\$59.3 million) to the Bemis Public Library and the Littleton Museum. The Arts and Culture Board has access to about \$25,000 within the budget allocated for the Littleton Museum.² Bemis Public Library and the Littleton Museum each receive an additional \$100,000 through the lodgers tax, which is discussed on the following page, and this amount is factored in within their overall budget for 2025 (\$6.1 million).³

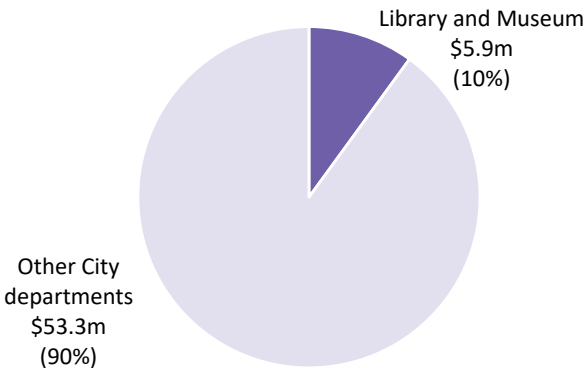
Dependence on sales and use taxes. Given that sales and use taxes comprise the largest revenue source of the 2025 General Fund at 78 percent and that the newly introduced lodgers tax is contingent on hotel and motel taxes, the City’s current funding model for arts and culture is largely dependent on sales and use taxes.

City Council Budget Summary

The following initiatives in the City Council Budget Summary are especially pertinent to arts and culture in Littleton:

- Develop arts and culture facilities master plan to identify capital and future improvements;
- Establish a cultural campus at Littleton’s Library, Museum, Ketrington Park and Gallup Park; and
- Create and implement a plan to market Littleton’s unique character and increase tourism.⁴

C-2. Portion of City’s 2025 General Fund allocated to arts and culture



Source: City of Littleton, Keen Independent.

¹ City of Littleton, Colorado (2024). 2025 Adopted Budget. 2025 numbers are consistent with prior years where the Library and Museum were allocated 10 percent of the City’s budget.

² Ibid., 111. Note that the Board is listed as the “Fine Arts Committee.”

³ Ibid, 96 and 105.

⁴ Ibid., 36 to 39.

C. Review of Funding and Resources — Lodgers tax

The City has a five percent lodgers tax on hotels, motels and short-term rental hosts within the City limits.⁵ Littleton citizens approved the tax in November 2022 and it went into effect in 2024. The hotel, motel and short-term rental infrastructure that supports the lodgers tax is discussed in Appendix A, “Market Analysis.”

Distribution of Lodgers Tax

City Council charged the Arts and Culture Board (ACB) with making recommendations for the distribution of the 2024 lodgers tax revenue using a four-tier formula. ACB forwarded funding recommendations to City Council for final approval. Distribution will begin in January 2025.

Four-tiered distribution system. ACB recommended that the lodgers tax is distributed according to the following four tiers:

- **Tier One:** Approximately 50 percent distributed to the “big four cultural assets” of Bemis Public Library, Hudson Gardens, Littleton Museum and the Town Hall Art Center.
- **Tier Two:** Approximately 25 percent distributed in grants to Littleton arts and culture organizations.
- **Tier Three:** Approximately 15 percent of revenue to be used for tourism marketing and visitor promotion.
- **Tier Four:** Approximately 10 percent of revenue to be used for public art, historic preservation and other needs that meet the intent of the lodgers tax ballot language.⁶

Adjustments to distribution. In 2024, the lodgers tax was projected to generate approximately \$850,000 in revenue. Collections from the first half of the year resulted in the projection being decreased to \$750,000.⁷ At the time of this study, ACB recommended to City Council that several of the funding tiers be slightly reduced during the first distribution with other tiers being reduced the following year.

Recommended Considerations for Managing and Distributing the Lodgers Tax

Keen Independent recommends that ACB explore the following with City Council and City staff:

- **Communicate transparent criteria and guidelines for each tier.** This might include a rubric or rationale for what defines a Tier One organization and whether funding is used toward ongoing operational expenses or for capital projects. Transparent criteria and guidelines will support a more equitable distribution of the lodgers tax.
- **Revisit the four-tiered distribution system annually.** The City may find that it will need to adjust the tiered system based on stakeholder and community feedback, as well as revenue generated through the lodgers tax or other funding sources.

⁵ Littleton Arts and Culture Board 2025 Lodgers Tax Funding Recommendations Executive Summary (2024). Retrieved on November 4, 2024 from the City of Littleton.

⁶ Ibid.

⁷ Ibid.

C. Review of Funding and Resources — Scientific and Cultural Facilities District

The Scientific and Cultural Facilities District (SCFD) serves seven counties in the Denver-Aurora-Lakewood, CO Metropolitan Statistical Area. SCFD is a tax district created within Colorado law that has been renewed multiple times by voters since it was first introduced in 1987. The tax is one cent on every \$10 in sales and use tax collected goes to SCFD.⁸

Distribution of the SCFD Tax Revenue

SCFD distributes money annually in the following three ways:

- By statute, the “metro area’s largest cultural organizations” receive specific amounts determined by a funding formula.⁹
- Regional organizations “qualify by reaching certain budget and attendance thresholds.” These organizations receive funding through a second formula.¹⁰
- Counties participating in the SCFD each receive a share of the tax collected. County Cultural Councils review applications for funding from eligible organizations and “make recommendations on their county’s funding priorities. Those recommendations are then reviewed and approved by the Board of County Commissioners or City Council and the SCFD Board of Directors.”¹¹

For more information on SCFD funding formulas and approval process for county-level funding distribution, see the [SCFD State Statute](#).

⁸ SCFD (2024). How does the tax work? Retrieved on November 11, 2024 from <https://scfd.org/who-we-are/about-us/>

⁹ Ibid.

C-2. SCFD mascot visits the Central City Opera in Central City, CO



Note: SCFD has a mascot that visits SCFD-funded events to promote SCFD resources.

Source: Scientific and Cultural Facilities District.

¹⁰ Ibid.

¹¹ Ibid.

C. Review of Funding and Resources — Scientific and Cultural Facilities District

Littleton city limits span the counties of Arapahoe, Douglas and Jefferson. Arts and culture organizations in Littleton are eligible for county-specific funding based on their location. Figure C-3. shows Littleton city limits in red with the three county boundaries outlined in bold. While most of Littleton is in Arapahoe County, all of TrailMark is located in Jefferson County and some parts of south Littleton are in Douglas County.

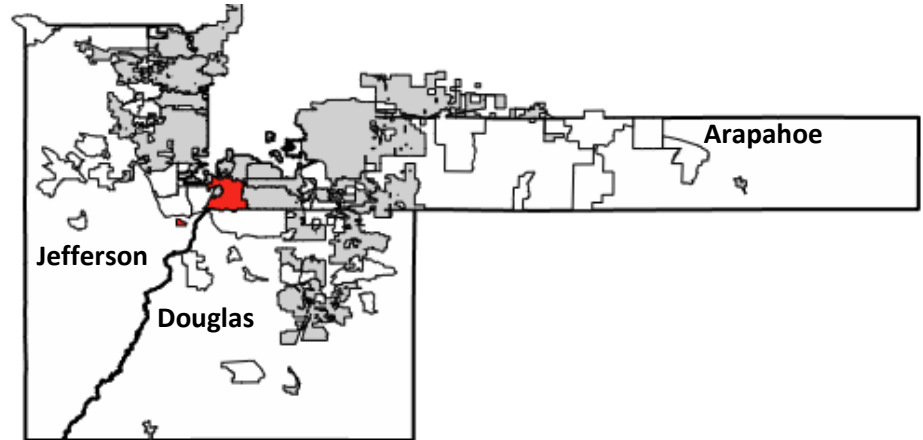
Increasing Access to SCFD Funding

SCFD has a broad scope and has many competing organizations and agencies to support. The City and local arts and cultural organizations could continue to increase access to SCFD funds by:

- **Focusing on needs related to education and organizational support.** SCFD is designed to “fill the gaps” of other funding sources, which tend to cover programming.¹²
- **Communicating with County Commissioners and SCFD leadership.** ACB and City staff can meet with their local County Commissioners and SCFD leadership to outline a communication plan that both promotes SCFD resources to Littleton residents and notifies SCFD leadership of City’s arts and culture initiatives.
- **Collaborating with regional organizations.** SCFD celebrates cross-county and cross-organizational collaborations that encourage the sharing of regional resources in “innovative” ways.¹³

¹² SCFD Funding Process (2024). November 17, 2024 from <https://scfd.org/grantmaking/getting-started/funding-process/>.

C-3. Map showing Littleton city limits in red over the boundaries of Arapahoe, Jefferson and Douglas counties



Source: Wikipedia Commons.

Know Your County

The City of Littleton has a website page titled [“New to Littleton”](#) that features a section encouraging residents to “Know [their] county” for such services as a driver’s registration and property tax information.

The City could make SCFD funding more accessible to Littleton-based arts and culture organizations by:

- Developing a detailed map of how city limits interact with boundaries of Arapahoe, Douglas and Jefferson counties; and
- Directing creatives to county-specific resource pages.

¹³ Ibid.

C. Review of Funding and Resources — State funding

This section presents considerations for the City to align its efforts with the State’s priorities for Fiscal Year 2025 to 2026 (FY 25–26). The State’s fiscal year runs from July 1 through June 30 each year.

Colorado Creative Industries

Colorado Creative Industries (CCI) is the state’s designated arts agency that distributes state and federal funding. CCI is responsible for:

- State-wide grants and awards;
- Programs to develop sustainable communities, which includes the Colorado Creative Districts;
- State-wide partnerships; and
- The Art in Public Places program across Colorado.¹⁴

CCI operates under the Office of Economic Development and International Trade.

2025 to 2026 State Budget

Based on Colorado Governor Jared Polis’s FY 25–26 Budget Request, which was released in November 2024, arts and culture initiatives that relate to the topics outlined in the box on the right align with State priorities.¹⁵ The FY 25–26 Budget Request continues focus on affordable housing and education as did the FY 24–25 State budget. These State priorities align with areas of focus identified by SCFD leadership, suggesting an opportunity for the City of Littleton to align with both funding sources.

State Priorities for Fiscal Year 2025 to 2026

The following themes and initiatives in the State budget for Colorado relate to arts and culture and are quoted below:

- More housing ... including for creative workforce housing;
- K- 12 Education;
- Early Childhood Education;
- Protecting our environment now and for our future;
- Equity, Diversity and Inclusion, including requiring budget requests to specify whether the initiative will have positive equity impact;
- More resources for Spanish speakers; and
- Celebrating our past and our future ... including looking forward to Colorado’s Sesquicentennial, or 150 birthday, in 2026.¹⁶

¹⁴ Colorado Office of Economic Development and International Trade (2024). Colorado Creative Industries. Retrieved on November 12, 2024 from <https://oedit.colorado.gov/colorado-creative-industries>

¹⁵ Note that the budget will be finalized in spring 2025.

¹⁶ Budget Request (2024), 21. Retrieved on November 12, 2024 from https://drive.google.com/file/d/1ca28oajR6oV3wi284ddgMmpU_ilwq6xn/view?pli=1

C. Review of Funding and Resources — Opportunities

Keen Independent identified the following opportunities through the planning process that could help the City share resources and develop new, and more varied, funding streams for arts and culture.

Partnerships

The following organizations or groups are interested in working with the City on arts and culture initiatives.

- **Downtown Development Authority (DDA).** Littleton's DDA is a quasi-public agency that provides organization and financing for redevelopment projects. The DDA also "facilitates partnerships joining businesses, property owners and other civic partners such as chambers of commerce and local government."¹⁷ The DDA's initial board consists of nine appointed members and one City Council representative. The City can work with the DDA on arts and culture programming specific to Downtown Littleton.
- **South Suburban Parks and Recreation District (South Suburban).** South Suburban is a park and recreation district containing 46 square-miles on the southern edge of the Denver Metropolitan Area.¹⁸ South Suburban manages most parks and trails in Littleton and has recently taken on ownership of Hudson Gardens, one of Littleton's Tier One organizations.

Arapahoe Community College (ACC). ACC has three campuses: Littleton is its main location, Castle Rock, CO hosts ACC's Sturm Collaboration Campus and the DCSD Legacy Campus is located in Lone Tree, CO.¹⁹ ACC works closely with Arapahoe County due to its central location in Littleton and Douglas County through a partnership with the Douglas County School District.

Friends of the Littleton Library and Museum

The Friends of the Littleton Library and Museum (Friends) is a 501(c)(3) nonprofit service organization providing financial and volunteer support for the Bemis Public Library and the Littleton Museum. One of the key goals of the Friends is to "fund purchases for the library, museum and living history farms for all to enjoy."²⁰

Activating the Friends of the Library and Museum. Being a nonprofit, the Friends can pursue private fundraising from individuals, businesses, foundations and government grants and coordinate research on arts and culture philanthropy in Littleton. Given that the group exists, it is possible to activate the Friends for grant writing opportunities and expanded fundraising.



¹⁷ Littleton Downtown Development Authority (2024). What is a Downtown Development Authority? Retrieved on November 12, 2024 from <https://littletondda.org/about-downtown-littleton/>

¹⁸ South Suburban Parks and Recreation District (2024). Retrieved on November 12, 2024 from <https://www.ssprd.org/about-us>

¹⁹ Arapahoe Community College (2024). ACC's History. Retrieved on November 12, 2024 from <https://www.arapahoe.edu/about-acc>

²⁰ Friends of the Littleton Library and Museum (2024). Friends Mission. Retrieved on November 12, 2024 from <https://friendslittleton.org/about-the-friends>

APPENDIX D. Literature Review of City Plans — Introduction

This appendix includes a summary of current plans and ordinances for the City of Littleton (“City”) with specific consideration given to initiatives that include or impact arts and culture. Information for each document is represented as it was written at the time it was adopted.

Introduction

Keen Independent assessed the following plans in the development of the Arts and Culture Strategic Plan, presented in chronological order:

- Envision Littleton Comprehensive Plan (2019);¹
- Littleton Arts and Culture Commission Strategic Plan (2021);²
- City Council Goals and Objectives (2022);³ and
- Littleton Comprehensive Economic Development Strategy (2024).⁴

The study team also reviewed available planning documents by nonprofits and quasi-public entities, such as the Downtown Development Authority. While the recommendations in this Arts and Culture Strategic Plan are informed by research and conversations with stakeholders from most major arts and cultural players in Littleton’s greater ecosystem, this appendix focuses on City documents because the City will be the driver of its arts and cultural planning efforts.

D-1. Jogger on the South Platte River



Source: City of Littleton.

¹ Envision Littleton Comprehensive Plan (2019). Retrieved on September 11, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>

² Littleton Arts and Culture Commission Strategic Plan (2021). Retrieved on September 11, 2024 from <https://www.littletonco.gov/files/sharedassets/public/v/2/agendas-and-minutes/acc/accstrategicplanfinal01192021.pdf>

³ City Council Goals and Objectives (2022). Retrieved on September 11, 2024 from <https://www.littletonco.gov/Government/Littleton-Leadership/Council-Goals-and-Objectives>

⁴ Littleton Comprehensive Economic Development Strategy (2024). Retrieved on September 11, 2024 from <https://lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/>

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

We begin with a discussion of the Envision Littleton Comprehensive Plan (“Comprehensive Plan”), which was developed in 2019 to guide City development efforts through 2040.⁵

Existing City Data Book

The City began its planning process by creating an Existing City Data Book (“Data Book”) to avoid duplicating previous research when building future reports and plans. The Data Book is included in the appendices to the Comprehensive Plan, and it includes information on various subjects including arts and culture, some of which are presented on the right.

Envision Littleton 2040 Report

After developing the Data Book, the City then undertook a civic engagement process that generated over 870 survey responses and helped to create a unified vision of the future of Littleton. These efforts resulted in the Envision Littleton 2040 Report (“Report”), which was used to develop the Comprehensive Plan and is included in the Plan’s appendices.⁶ The Report introduced shared vision elements and guiding principles, many of which relate to arts and culture and are presented on the right.

Existing City Data Book details relevant to arts and culture planning

- **Heritage:** Littleton contains 27 locally designated historic landmarks. Additionally, the City has six National Register Properties and Districts. These include the Littleton Main Street District and Arapaho Hills District; and the properties of Geneva Home, Knight-Wood House, Littleton Town Hall and Littleton Post Office.⁷
- **Environment:** 927 acres of parkland in South Platte Park comprise four major ecological communities.⁸

Envision Littleton 2040 Report highlights

- **Guiding principles:** anchored, authentic, connected and accessible, active, engaged and civic-minded.
- **Core values:** Preservation and celebration of local history; the outdoors, including stewardship of open space and the South Platte River; and being inclusive, including in terms of age, race, income and faith diversity.
- **Shared priorities:** Parks, trails and open space; small-town feel and community; Downtown Littleton; accessibility; and amenities and events.⁹

⁵ Envision Littleton Comprehensive Plan (2019), 1.

⁶ Envision Littleton Comprehensive Plan Appendix 2: Envision Littleton 2040 Report, 4. Retrieved September 13, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>

⁷ Envision Littleton Comprehensive Plan Appendix 3: Existing City Data Book, 16. Retrieved September 13, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans-and-Regulations/Comprehensive-Plan-and-Design-Requirements>

⁸ Ibid., 17.

⁹ Envision Littleton Comprehensive Plan Appendix 2: Envision Littleton 2040 Report, 2–4.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Following the City Council’s December 2018 adoption of the Envision Littleton Vision Report, the City was able to create the larger Comprehensive Plan. This Comprehensive Plan is the City’s first since 1989.¹⁰ Each section of the Comprehensive Plan refers to past planning efforts, which Keen Independent mentions when relevant, as well as key issues and considerations.

The Comprehensive Plan also provides a “framework for action,” which includes specific policies and actions to support stated goals. The following sections contain goals pertinent to arts and cultural planning, as well as environmental stewardship and diversity, equity, accessibility and inclusion (DEAI), which the City asked Keen Independent to consider while preparing the Arts and Culture Strategic Plan.

Keen Independent considered:

- Land use and community character;
- Housing and neighborhoods;
- Transportation;
- Infrastructure and services;
- Heritage, arts, recreation and tourism;
- Environment; and
- Special areas and design.¹¹

¹⁰ “What is Envision Littleton?” Retrieved on September 26, 2024 from <https://www.littletonco.gov/Building-Development/Land-Planning-Entitlement/Plans->

D-2. South Platte Park, Littleton, CO



Source: Uncover Colorado.

[and-Regulations/Comprehensive-Plan-and-Design-Requirements/What-is-Envision-Littleton#section-2](#)

¹¹ Envision Littleton Comprehensive Plan (2019), 2.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Land Use and Community Character

This section of the Comprehensive Plan describes Littleton’s land use planning for rural, suburban and urban areas and distinguishes zoning from land use planning by indicating differences in relative proportions of paving, buildings and open space between land use types. The document provides 16 categories that address both use and character.¹²

Different land use types may impact planning related to arts and culture. For example:

- Auto-oriented residential multi-family use areas can meet the needs of disabled and elderly residents, particularly when situated “near medical facilities and other such amenities.”¹³
- Littleton’s Downtown mixed-use area allows for “a place to gather” even as it maintains a historic district designation.¹⁴

Key issues and considerations. Land use and community character considerations include “ongoing open space stewardship, how growth and change may affect Littleton’s character, “small town” feel and beautification, which includes such concerns as loss of mountain views and the need to protect historical and cultural assets.”¹⁵

¹² Envision Littleton Comprehensive Plan (2019), 16.

¹³ Ibid., 25.

¹⁴ Ibid., 37.

¹⁵ Ibid., 41

Goals

- A more attractive community, based on quality design and character of both private development and the public realm.¹⁶

Policies

- Emphasize compatible intensities and character when evaluating [development] applications;¹⁷
- Protect green spaces’ ecological functions; and
- Promote Littleton’s aesthetic appeal through the quality expectations set within the City’s Code for landscaping, signage, lighting, and similar design elements.¹⁸

Actions

- Explore opportunities to link the design and construction of specific capital projects to community beautification objectives.
- Pursue a character-based zoning approach ... Incorporate more effective provisions for buffering between differing character types and land use intensities and incorporate provisions to promote quality site and building design that enhances community aesthetics.¹⁹

¹⁶ Ibid., 41

¹⁷ Ibid.

¹⁸ Ibid., 42.

¹⁹ Ibid.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Housing and Neighborhoods

This portion of the Comprehensive Plan indicates that “[a] key component of a city’s livability is suitable and economical housing options.”²⁰ The Plan states that housing in Littleton needs to be attainable “regardless of economic conditions.”

Past planning. Previous Littleton housing planning efforts that inform this section include:

- City of Littleton Neighborhood and Corridor Plans (2016);
- Downtown Neighborhood Plan (2011);
- Littleton Housing Overview (2013);
- City of Littleton Housing Study (2017); and
- South Metro Housing Options (SMHO) Annual Public Housing Agency (PHA) Plan (2017).

Key issues and considerations. The “Housing and Neighborhoods” section of this document emphasizes the key accessibility considerations of affordability, the difficulties of aging in place as well as “concern for a potential loss of demographic diversity (by age, race/ethnicity, income level, etc.) driven by unattainable housing choices and/or neighborhood gentrification in Littleton.”²¹

²⁰ Envision Littleton Comprehensive Plan (2019), 45.

²¹ Ibid.

²² Ibid.

Goals

- Quantity and diversity of housing options that makes living in Littleton attainable for a wide range of age groups and income levels.²²
- Neighborhoods that maintain their character or are carefully managed when headed toward transition.²³

Policies

- Adopt and apply development regulations and standards to ensure that new and redeveloped residential properties are compatible with the character of their surrounding area.²⁴
- Support the ongoing appeal of Littleton’s neighborhoods through effective code compliance and by using public investments in streets, sidewalks, infrastructure, parks and trails, and pedestrian/bicycle safety measures, along with routine maintenance practices for all of the above.²⁵

²³ Ibid., 45.

²⁴ Ibid., 46.

²⁵ Ibid., 46.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Transportation

The Comprehensive Plan was prepared concurrently with the City’s first-ever Transportation Master Plan (TMP). These two plans work together to “[find] the balance where streets are vibrant, safe and promote a sense of place while providing multimodal choices for users of all ages and ability.”²⁶

Previous transportation planning. Littleton has a considerable history of transportation planning, including corridor projects and Regional Transportation District (RTD) planning. The City participated in Denver Regional Council of Governments Metro Vision 2035 (2017).²⁷

Key issues and considerations. The “Transportation” portion of the Comprehensive Plan aims to improve Littleton’s walkability by “extending [its] pedestrian network, adding pedestrian bridges, extending sidewalks and improving existing sidewalks.”²⁸

Framework for action. One key transportation goal is to “contribute to our economic prosperity while maintaining and enhancing our community’s character.”²⁹ Policy examples to enhance walkability include improving “the safety of vulnerable user groups on streets and trails,” enhancing City snow clearing capabilities and requirements for sidewalks and trails and requiring bike and pedestrian detours during construction. The report encourages planners to “create context-appropriate streets that consider the needs of all potential users.”³⁰

²⁶ Envision Littleton Comprehensive Plan (2019), 53.

²⁷ Ibid., 50–51.

²⁸ Ibid., 51.

D-3. Downtown Littleton Light Rail Depot



Source: City of Littleton.

²⁹ Ibid.

³⁰ Ibid., 53.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Economy and Tax Base

The “Economy and Tax Base” section of the Comprehensive Plan states that “successful economic development ... requires a focus on quality of place, capitalizing on Littleton’s special character and unique identity to ... draw visitors seeking ... entertainment, recreation, arts and culture and heritage tourism.”³¹

Key issues and considerations. The Comprehensive Plan expresses “concern about loss of small, independent businesses.”³²

Framework for action. The Comprehensive Plan’s economic framework outline actions that are relevant to arts and cultural planning. These actions are listed in the right-hand column.

Actions

- Revitalize existing commercial centers to meet present needs of residents and visitors as well as alleviate the impact of vacant lots and similar issues.³³
- Identify diverse revenue sources in such a way as to enhance Littleton’s unique character while minimizing residents’ tax burden.³⁴
- Assist small businesses to navigate code requirements and other potential challenges to locating in and renovating spaces within older and/or historic structures.³⁵
- Prepare a full Economic Development Plan, building upon the 2013 Economic Plan ... [including] links to planning for arts and culture, historic preservation, and tourism promotion in the Heritage, Arts, Recreation and Tourism section of this Plan.³⁶

³¹ Envision Littleton Comprehensive Plan (2019), 59.

³² Ibid., 59.

³³ Ibid., 59.

³⁴ Ibid., 60.

³⁵ Ibid., 61.

³⁶ Ibid., 61.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Heritage, Arts, Recreation and Tourism

According to this section, “[Littleton’s] unique history and architectural heritage, active arts scene, widespread recreation options, abundant green and open spaces, and many community events year-round, ... [offer] an array of amenities.”³⁷ The Comprehensive Plan positions heritage, arts, recreation and tourism (HART) as key to residents’ “quality of life.”³⁸

Key issues and considerations. The Plan includes the following considerations related to arts and culture:

- Preservation “threats to Littleton’s historic legacy and architectural heritage;”
- Concern over development encroachment on green spaces;
- Public access to trails and open space within the City;
- Cultural and entertainment inventory of events and festivals;
- Emphasis on Littleton Museum and Bemis Public Library as key cultural assets; and
- “Active arts and cultural programs and organizations that offer opportunities to experience and enjoy the arts in Littleton while contributing to the [City’s] economic vitality.”³⁹

³⁷ Envision Littleton Comprehensive Plan (2019), 63.

³⁸ Ibid.

³⁹ Ibid., 63.

Goals. Key goals include the following:

- Promoting walkability, including connected green spaces throughout the City;
- Protecting Littleton’s heritage;
- Highlighting vibrancy of an array of arts, cultural and entertainment options ... extensive heritage, tourism opportunities, and ... community events and festivals throughout the year; and
- Leveraging the economic and social power of the arts.⁴⁰

Policies. The following policies relate to arts and culture:

- Consensus-building regarding protection and preservation of historic landmarks and districts;
- Safe access to community facilities and events;
- Zoning regulations that promote sensitive design approaches on sites with, or adjacent to, historic structures and areas;
- Resource planning for Bemis Public Library and Littleton Museum so that they can continue as high-quality facilities with targeted programming for all ages;
- Support arts and culture programming in Littleton in a cost-effective manner; and
- Planning that considers the diverse perspectives of Littleton residents and visitors.⁴¹

⁴⁰ Ibid., 63–64.

⁴¹ Envision Littleton Comprehensive Plan (2019), 64.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Programs and initiatives. The Comprehensive Plan’s HART section presents numerous proposed programs and initiatives.⁴² The following are especially pertinent to the Arts and Culture Strategic Plan:

- Include the [Arts and Culture Board] in a future City organizational structure for parks, “as many public art sculptures are located in parks;”⁴³
- Improve access to parks and recreation information and increase promotion an] awareness of programming at recreational sites;
- Track visitor utilization and experience of Littleton amenities and monitor larger tourism trends;
- Promote Littleton’s heritage and arts and culture assets through continued events and partnerships;
- Evaluate opportunities and partnerships for incorporating art amenities into building projects; and
- Consider applying for Creative District Certification through the State of Colorado.⁴⁴

⁴² Envision Littleton Comprehensive Plan (2019), 64–66.

⁴³ Ibid., 64. The Comprehensive Plan mentions the “Fine Arts Board,” which has been since consolidated under the Arts and Culture Board as the Public Art Subcommittee.

Partnerships and coordination. The following local, regional and private partnerships and coordination efforts are listed in the HART section of the Comprehensive Plan:

- Build and enhance partnerships with “the many agencies, organizations and non-profits that provide and/or advocate for heritage, arts, cultural, recreation, and open space amenities in Littleton;”⁴⁵
- Emphasize regional collaboration to enhance the South Platte River corridor from environmental and community-building perspectives; and
- Encourage private developers to incorporate art into their projects.”⁴⁶



⁴⁴ Ibid., 64–65.

⁴⁵ Ibid., 65.

⁴⁶ Ibid.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Potential partnerships and sources of funding. The Comprehensive Plan identifies possible funding sources, as well as potential partners in supporting arts and culture in Littleton. These include:

- Colorado Business Committee for the Arts;
- Scientific and Cultural Facilities District;
- Cultural Councils of Arapahoe, Douglas, and Jefferson Counties;
- The Fine Arts Foundation;
- Western States Art Federation (WESTAF);
- Colorado Creative Industries, a division of the State of Colorado Office of Economic Development and International Trade;
- National Endowment for the Arts; and
- Institute of Museum and Library Services.⁴⁷

D-4. Scientific and Cultural Facilities District logo



Source: Scientific and Cultural Facilities District.

⁴⁷ Envision Littleton Comprehensive Plan (2019), 67.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Environment

This portion of the Plan notes that the environment ties into many other elements of the City’s priorities, including housing and neighborhood design, walkability, quality of life and other concerns.⁴⁸ The Comprehensive Plan states that environmental health can contribute to Littleton’s character.⁴⁹

Key issues and considerations. Key environmental themes and considerations especially pertinent to arts and cultural planning include:

- The past and potential loss of natural beauty, including mountain views and open green spaces which have “contributed to a suburban character;” and
- Maintaining and enhancing the High Line Canal corridor as well as the Littleton mature tree canopy.⁵⁰

D-5. Sterne Park in Littleton, CO



Source: Visit Littleton.

⁴⁸ Envision Littleton Comprehensive Plan (2019), 69.

⁴⁹ Ibid.

⁵⁰ Ibid., 69.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Special Areas and Design

The Plan discusses initiatives related to cohesive design for various roadways, districts and open spaces. During the initial Envision Littleton phase of comprehensive planning, residents and visitors identified specific areas of Littleton as “highly valued.” These include:

- Downtown Littleton;
- The South Platte River corridor and its associated greenways;
- Littleton Boulevard with its Mid-Century Modern architecture;
- Additional major roadways that help define the layout of Littleton, such as Belleview Avenue, Santa Fe Drive, Broadway, and Mineral Avenue;
- Mineral Station (RTD light rail station);
- Arapaho Hills National Historic District; and
- Louthan Heights Historical Landmark District.⁵¹

Key issues and considerations. According to the Comprehensive Plan, key themes for the topic of special areas and design include:

- Walkability and vibrancy along the Littleton Boulevard corridor without sacrificing its “hometown” appeal and historic assets;
- “A consensus vision” for planning along the South Platte River;
- Documentation of community preferences and expectations for the future function, design and appearance of Santa Fe Drive as an essential framework for pending Colorado Department of Transportation studies that will delve into these very roadway corridor considerations; and
- “The importance of Mineral Avenue (east of Santa Fe Drive) as a gateway to the distinctive SouthPark area, which is both a leading economic asset and a location for varied, attractive housing options – all within a Suburban character setting, and near rail transit.”⁵²

Connections between special areas and the Comprehensive Plan’s guiding principles

- **Anchored:** “The South Platte River, in particular, is a central component of what makes Littleton a special place and is a draw for both residents and visitors.”
- **Connected:** “Improving and maintaining connections between Downtown and the river is a priority.”⁵³

⁵¹ Envision Littleton Comprehensive Plan (2019), 73.

⁵² Ibid., 76.

⁵³ Ibid., 76.

D. Literature Review of City Plans — Envision Littleton Comprehensive Plan

Keen Independent identifies the goals, policies and actions in the “Special Areas and Design” section of the Comprehensive Plan that relate to, or can be bolstered by, arts and cultural planning.

Goals. The Comprehensive Plan establishes numerous goals for special areas and design, which can be found on the right. Policies and actions are intended to help accomplish these outlined goals.

Policies. Special areas and design policies that relate to arts and culture planning include:

- Emphasize quality urban design and cultivation of Littleton’s image in public and private realms;
- Seek partnering opportunities to enhance special area planning through joint interests and funding sources;
- Stay active in regional planning processes and decision-making forums with implications for special planning areas identified within Littleton, such as Santa Fe Drive.⁵⁴

Actions. The City proposed the following actions to implement the above special areas and design goals:

- Improve wayfinding and community branding throughout Littleton; and
- Explore the potential for a “more formal and systematic program for expanding and prioritizing Littleton’s public art installations, utilizing creative funding methods.”⁵⁵

Goals related to special areas and design

- A downtown that continues to serve the entire community as a civic, historic, cultural and economic focal point.
- A future Littleton Boulevard that accommodates local businesses and nearby attainable housing options amid a more walkable setting of authentic neighborhoods and historic architecture.
- An ecologically sound and exceptionally attractive South Platte River corridor, framed by sensitively planned land uses, that continues to anchor the trail and open space networks.
- Roadway corridors that fulfill their primary transportation functions for drivers, pedestrians, cyclists and public transit while advancing the community’s economic development, housing and aesthetic interests.⁵⁶

⁵⁴ Envision Littleton Comprehensive Plan (2019), 76–77.

⁵⁵ Ibid., 77.

⁵⁶ Ibid., 76.

D. Literature Review of City Plans — Littleton Arts and Culture Commission Strategic Plan

Littleton Arts and Culture Commission

Following the adoption of the Envision Littleton Comprehensive Plan, the City created the Littleton Arts and Culture Commission (A&CC),⁵⁷ which prepared a strategic and action plan building on the action items for Heritage, Art, Recreation and Tourism (HART). Note that the Littleton Arts and Culture Commission became the Arts and Culture Board (ACB) in April 2024. Some A&CC values are presented on the right.

Arts and Culture Commission Values

- Raise the profile of arts and cultural programs and activities and promote the positive role they play in civic life.
- Be guided by needs and wants of all the residents reaching out to those without a voice, including the poor, the disadvantaged, children, elderly and all ethnicities.
- Seek input from all arts and cultural groups.
- Be collaborative to pursue efficiency, avoid duplication, and minimize the waste of precious resources.
- Encourage creativity and innovation as good practices.
- Respect the investment of time and effort of volunteers.
- Serve as a public forum for community engagement on all arts and culture issues.
- Regularly coordinate with and update the City Council.⁵⁸

⁵⁷ The Littleton Arts and Culture Commission and the Fine Arts Board were combined into an Arts and Culture Board (ACB) as of April 2024. This appendix refers to the Arts

and Culture Commission, as this was the nomenclature in use at the time the Strategic Plan was created.

⁵⁸ Ibid., 5.

D. Literature Review of City Plans — Littleton Arts and Culture Commission Strategic Plan

Arts and Culture Commission Strategic Plan

For the Littleton Arts and Culture Commission’s (A&CC) Strategic Plan (“Strategic Plan”), the A&CC developed the following goals and proposed work plan elements, in keeping with HART objectives.

Goal 1. “Integrate arts and culture into the ... fabric of Littleton ... producing a positive economic impact, defining a sense of place, and improving the quality of life.”⁵⁹ Proposed 2021–2025 workplan elements for this goal include:

- Propose community programs with children in mind, e.g., “photo exhibit, essay contest, drawing exhibit;”
- Annual review of City arts and culture funding;
- Arts and culture funding advocacy at the City Council level;
- Identify temporary gallery spaces and locations for a variety of outdoor arts including murals;
- Work with the Cultural and Media Services Department to ensure arts and culture programs are promoted on the City website;
- Connect with Littleton hotels to learn more about their customer base for tourism purposes; and
- Work with Visit Denver and Colorado Tourism Office to schedule presentations on regional tourism trends.⁶⁰

⁵⁹ The Littleton Arts and Culture Commission Strategic Plan, 9.

⁶⁰ Ibid., 9–12.

Goal 2. Support local arts organizations through the following efforts:

- Research potential arts grant programs for the A&CC;
- Schedule City staff presentation regarding current and potential regulatory support measures for arts and culture; and
- Create a group of cultural and arts partners to meet quarterly.⁶¹

Goal 3. “Support creative individuals and advance arts leadership” through an annual awards event related to arts leadership and creativity.⁶²



⁶¹ Ibid., 13–14.

⁶² Ibid., 16.

D. Literature Review of City Plans — Littleton Arts and Culture Commission Strategic Plan

Goal 4. “Identify and recommend policies and funding sources to support arts and culture community efforts, organizations, and programs,” including

- Developing and proposing to the City Council a percentage of capital projects to direct toward public art;
- Proposing a modest ticket admission fee for all arts and culture venues that charge admission; and
- Supporting a lodging tax ballot initiative, proceeds of which would be divided between local arts and culture initiatives and grant programs, which went into effect in 2024.⁶³

Goal 5. “Enhance collaboration, communication, and partnerships with the many agencies, organizations, and non-profits that advocate for heritage, arts and culture.”⁶⁴

Goal 6. Create a clear organizational structure for the A&CC to enhance efficiency and lower barriers to entry for community members interested in participating. The Strategic Plan listed the following subcommittees:

- Policy development;
- Program planning;
- Recruitment and retention of commission members;
- Littleton Museum;
- Bemis Public Library; and
- Strategic Plan Review.⁶⁵

⁶³ The Littleton Arts and Culture Commission Strategic Plan, 17. Please note that the lodgers tax has been implemented.

D-6. Bemis Public Library, Littleton, CO



Source: City of Littleton.

⁶⁴ Ibid., 18.

⁶⁵ Ibid., 20.

D. Literature Review of City Plans — City Council goals and objectives

On May 17, 2022, City Council proposed its 2022–2023 list of goals and objectives. Further subdivisions of the goals are provided on the Council’s work plan dashboard and were most recently updated in December 2022.⁶⁶ The following City Council goals relate to arts and culture.

Goal 4: Downtown

This goal relates to the Comprehensive Plan, which states that “a downtown that continues to serve the entire community as a civic, historic, cultural and economic focal point” is the City’s priority. Objectives for this City Council goal include developing the streetscape and partnerships.⁶⁷

Goal 5: Arts, Culture and Tourism

In Goal 5, Littleton is described as a “vibrant city for both residents and visitors,” who have access to varied arts and culture options as well as entertainment, heritage, tourism and other community events. Objectives for this goal include:

- Enhancing regional tourism; and
- Improving access to programs at the Bemis Public Library and the Littleton Museum.⁶⁸

⁶⁶ Council Goals and Objectives. Retrieved September 13, 2024 from <https://www.littletonco.gov/Government/Littleton-Leadership/Council-Goals-and-Objectives>. Note that these are the most recent City Council Goals and Objectives at the time of this project.

Goal 7: Environmental Stewardship

This City Council goal is to define Littleton’s environmental stewardship within context of environmental efforts in the region. Objectives under this goal include developing a definition for environmental stewardship, as well as creating a citizen committee and aligning resources.

D-7. Downtown Littleton



Source: Downtown Littleton.

⁶⁷ Ibid.

⁶⁸ Ibid.

D. Literature Review of City Plans — Comprehensive Economic Development Strategy

Between March 2023 to January 2024, the City was engaged in creating a Comprehensive Economic Development Strategy (“CEDS”), which included input from about 540 City leaders and staff, stakeholders and community members. The document presents a consensus strategy intended to guide the City in building economic capacity, prosperity and resilience.⁶⁹

Think-Tank Session Results

The report begins by presenting results of an initial “Think-Tank” workshop, in which a group of stakeholders expressed a united desire for Littleton to be a “creative, cutting-edge small town.”⁷⁰ Think-Tank participants defined this as having a “[s]trong focus on leveraging and repurposing unique features in creative ways that preserve and enhance while creating business innovation and renewal ... The City has a regional leadership role as a forward-looking creative community.”⁷¹

Strategic Pillars

Following the Think-Tank, a series of seven focus groups were held to build out the Strategic Pillars of the CEDS Plan. The stakeholder input from the seven focus groups informed the development of the action areas of the CEDS Strategic Pillars.⁷² Six Strategic Pillars were developed, including Strategic Pillar 4: Enhancing Historic Character and Cultural Fabric. Strategic actions related to Strategic Pillar 4 are presented on the right.

⁶⁹ Littleton Comprehensive Economic Development Strategy (2024), 5. Retrieved on September 11, 2024 from <https://lab2.future-iq.com/littleton-colorado-comprehensive-economic-development-strategic-plan-project/>

⁷⁰ Ibid., 3.

Strategic Action Areas

- **Activate the streetscape of Littleton Boulevard.**
Littleton Boulevard offers the opportunity for imaginative and innovative urban renewal and streetscape activation [including] ... widening sidewalks and incorporating activity centers and quiet zones from Broadway to Downtown Littleton. Improve the pedestrian and biking environment.
- **Explore ways to activate cultural heritage along Littleton Boulevard.** Adopt an Overlay District for Littleton Boulevard to preserve and promote arts and culture in the area. Note that an “overlay” is a special zoning area with additional regulations and design standards to a base zoning district.
- **Evaluate the economic impact of arts and culture.**
Quantify the economic value of arts and culture in Littleton to recognize and strategize for continued growth of cultural assets and arts as economic drivers to the City.

Steps identified in the CEDS

- Conduct an Economic Impact Assessment of arts and culture in Littleton; and
- Explore adopting an Overlay District for Littleton Boulevard to better preserve, protect, and enhance the character of the corridor.⁷³

⁷¹ Ibid., 12

⁷² Ibid., 14.

⁷³ Ibid., 30.

D. Literature Review of City Plans — Comprehensive Economic Development Strategy

Key Opportunities for Arts and Culture

Through this review of City Plans and related documents, Keen Independent identified key opportunities for existing and potential initiatives that relate to this Arts and Culture Strategic Plan. Thoughtful integration of arts and culture initiatives can help support existing and future City planning efforts.

The following summary of opportunities for supporting arts and culture builds upon existing efforts in City plans and related documents. These opportunities can be grouped by the following themes:

- Branding;
- Zoning;
- Integrating arts and culture into daily life;
- Connecting arts and culture with economic impact;
- Identifying spaces and places for more arts and cultural resources.

Branding. The City is invested in presenting a clear identity to residents, visitors and within the greater region. Based on review of the planning documents, City interest in branding expands beyond its logo to include placemaking, or planned design and interventions that highlight, or cultivate, a sense of place.

Zoning. The following can assist in both delineating and creating visual ease of movement between different land use characters:

- Distinctive landscaping choices that protect ecological functions of existing green space;
- Thoughtful wayfinding and placemaking, including signage, lighting and design elements; and
- Walkability, including for vulnerable groups.

Integrating arts and culture into daily life and movement.

Littleton has a considerable inventory of arts and culture offerings but can continue to integrate the arts more thoroughly through the following strategies:

- Continued promotion of existing events and cultural sites as well as linking these to Littleton’s identity through branding;
- Collaboration between different artistic groups to reduce silos and create regular collaboration possibilities;
- Programming that bridges gaps between the different cultural and heritage areas of the City, such as event series that encourage attendance to multiple sites, such as Downtown, at or near to the Littleton Museum and Bemis Public Library, the South Platte River Corridor and Littleton Boulevard, or the “Mid-Mod Mile.”

Connecting arts and culture with economic impact. Based on this literature review, the City is interested in measuring the economic impact of its existing arts and culture, as well as leveraging arts and culture to foster economic development in Littleton. Keen Independent discusses the value of measuring the economic impact of arts and culture in Appendix C “Funding Analysis.”



D. Literature Review of City Plans — Comprehensive Economic Development Strategy

Locations for arts and culture. While there are many areas of Littleton that may benefit from more arts and cultural resources, two locations stand out in the review of existing City documents.

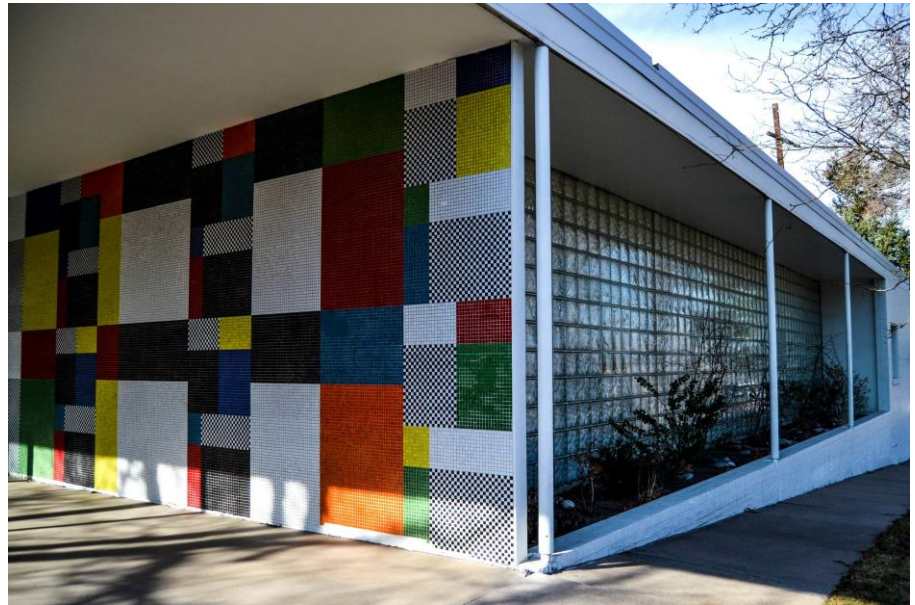
Littleton Boulevard. Many of the documents reviewed present goals and strategies for improving placemaking on Littleton Boulevard. Potential strategies could include:

- Developing an overlay district to enhance cohesiveness of the Boulevard;
- Improving safety and walkability, including pedestrian crossings, wayfinding and medians;
- Improving non-motorized access and funneling of pedestrian traffic to Littleton Boulevard from the Bemis Public Library and the Littleton Museum;
- Emphasizing and enhancing extant vernacular branding of this area as the “Mid Mod Mile;” and
- Defining and creating visual anchor points, including beautification, on Littleton Boulevard.

Santa Fe Drive and the South Platte River Corridor. This area has the potential for programmatic and environmental improvement. Strategies could include:

- Collaborating on Colorado Department of Transportation’s (CODOT’s) Planning and Environmental Linkages study as it relates to South Santa Fe Drive;
- Seeking opportunities to collaborate with CODOT on this area and, where possible, incorporating wayfinding and City branding into such plans; and
- Developing public art, programming and wayfinding that encourage the use and enhances the safety of these areas.

D-8. Mid-Century International Style building at 2000 West Littleton Boulevard



Source: Historic Littleton, Inc.

APPENDIX E. Analysis of Stakeholder and Community Input — Introduction

Keen Independent gathered input from stakeholders, including City leaders and staff, local arts and cultural leaders, educators and creatives, and Littleton residents.

Qualitative analysis integrates results from:

- A virtual workshop survey;
- In-depth interviews and focus groups;
- An in-person discovery meeting; and
- Study hotline and email feedback.

The analysis in this appendix reflects the perspectives of approximately 350 respondents. Analysis is organized by the following topics:

- Methodology and participation;
- Demographics;
- City's role regarding arts and culture;
- Strengths;
- Areas for improvement; and
- Preferences.

Throughout this appendix, sample quotes illustrate themes the study team identified when analyzing stakeholder and community input.

E-1. Littleton residents and community members at the discovery meeting for the Arts and Culture Strategic Plan



Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Methodology and participation

Virtual Workshop

Keen Independent invited Littleton residents and community members to participate in a virtual workshop related to arts and culture. A virtual workshop is an online, asynchronous instrument, similar to a survey in format, but containing more open-ended questions which encourage deep, thoughtful responses. The virtual workshop was live for one month, from mid-August 2024 to mid-September 2024.

Questions. Survey participants responded to two primary question types: Likert scales (where respondents ranked their agreement with different statements on a scale from 1 to 7) and open-ended responses. The questions covered a range of topics related to Littleton arts engagement, including:

- Demographics;
- The City’s role regarding the cultural arts;
- What makes Littleton unique;
- Perceptions on existing cultural arts; and
- Fostering the cultural arts in Littleton.

Distribution. Keen Independent posted the virtual workshop to the study website and the City of Littleton shared it digitally through their networks, social media, press releases and other means. Figure E-2 shows the survey’s landing page.

Participation. The survey gathered 243 total responses used in this analysis.

Of total responses, 210 are classified as “complete” meaning that participants progressed all the way through the survey instrument and clicked “submit” at the end. Another 33 responses are classified as “partial” in that respondents did not click “submit” at the end of the survey instrument. Nearly all questions in the survey were optional. As a result, “partial” responses may in some cases have included answers to more questions than “complete” responses. Individual “N” are a better measure of participation and are provided with data tables for each question throughout this appendix.

E-2. Littleton virtual workshop landing page



Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Methodology and participation

In-depth Interviews and Focus Groups

This appendix presents qualitative information that Keen Independent collected and analyzed as part of its facilitation of in-depth interviews and focus groups with community stakeholders including City leadership and staff, municipally affiliated nonprofits, as well as local arts and cultural leaders, business owners, artists and educators.

Interviews and focus groups covered many topics including Littleton's existing cultural arts, the City's role in supporting arts and culture and opportunities for increased collaboration.

Some comments are directly quoted, while others are summarized and condensed. Comments have been intentionally anonymized to maintain confidentiality and are organized by subject matter as detailed below.

Study team members used interview guides to facilitate semi-structured conversations, meaning that predetermined questions guided the discussion, but facilitators asked follow-up questions and probed when necessary to deepen understanding or clarify comments.

Facilitators informed participants that their comments would be used in aggregate and would not be attributed to individuals by name.

Questions. Questions explored the following topics in relation to arts and culture:

- Strengths and areas for improvement;
- Vision for long-term success; and
- Most-important future priorities.

Participation. In total, 52 stakeholders provided input to the planning process through in-depth interviews or focus groups.

E-3. Several stakeholders gather at the discovery meeting



Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Methodology and participation

In-person Discovery Meeting

Study team members facilitated an in-person discovery meeting on July 15, 2024. The discovery meeting took place at the Littleton Museum and was open to all Littleton residents and community members.

This public meeting was an opportunity for Littleton residents and community members to learn about the study and to provide feedback regarding arts and culture in Littleton. The discovery meeting was advertised widely by the City and attended by 55 participants.

Each of the five stations were designed to capture different arts and culture information about Littleton (Figure E-4).

- **Mapping arts and culture.** Community members reviewed a map of Littleton’s city limits and placed stickers where they would like to see more public art assets.
- **Cultivating change.** Community members identified aspects of Littleton that they wanted to keep intact and what aspects of Littleton they would like to see change.
- **Drawing corner.** Community members drew in response to the prompt, “My favorite thing to do in Littleton is...”
- **Big ideas.** Community members used Post-it notes to suggest and endorse arts and culture-related infrastructure or programming they would like to see in Littleton. The “big ideas” station generated 50 ideas and 115 endorsements.
- **Benchmark cities.** Community members identified cities that could serve as references for the big ideas or changes that they would like to see represented in Littleton.

E-4. Discovery meeting activity stations



Source: Keen Independent Research.

Public Communication Portals

The study team hosted a dedicated hotline and study email address to invite comments and questions about the project. All stakeholders and community members could use the hotline and study email to provide anonymous feedback. Feedback received through those channels is analyzed as part of this appendix. Littleton residents and community members actively used the study hotline and email as a resource, especially when the study was first advertised in early July 2024.

E. Analysis of Stakeholder and Community Input — Demographics

Keen Independent examined the demographics of virtual workshop participants, including their race, ethnicity, gender, age and residency in Littleton, in addition to analyzing respondents’ attitudes towards arts and culture.

Race and Ethnicity

Most virtual workshop respondents (88%) identify as white, as well as not Hispanic or Latino (85.3%). The race and ethnicity of survey participants is proportionate to the demographics of Littleton residents, which Keen Independent discusses in Appendix A “Market Analysis” in this document. Figure E-5 shows the race and ethnicity of virtual workshop participants.

E-5. Race and ethnicity of virtual workshop participants

	Percentage
Race	
White	88.0 %
Two or More Races	5.8
Asian	2.4
American Indian and/or Alaskan Native	1.4
Native Hawaiian and/or Other Pacific Islander	1.0
Black or African American	0.5
Other	0.5
Prefer not to answer	5.8
Total	100.0 %
Ethnicity	
Not Hispanic or Latino	85.3 %
Hispanic or Latino	4.4
Prefer not to answer	10.3
Total	100.0 %

Note: Race, N=208. Ethnicity, N=204. For Race, participants could select more than one answer.

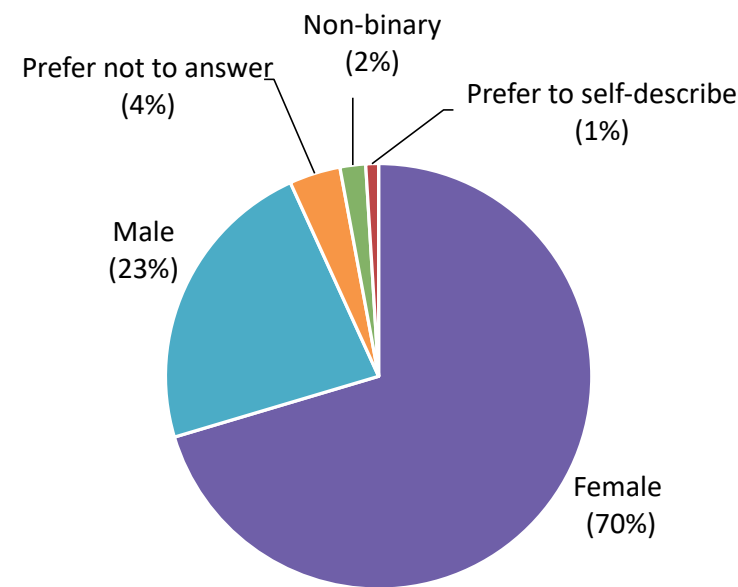
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Demographics

Gender

Figure E-6 shows how virtual workshop participants identified their gender. The majority if workshop participants identified as female (70%), followed by male (23%). Gender demographics of virtual workshop participation is consistent with what the study team sees in responses across arts and culture strategic planning research.

E-6. Gender of virtual workshop participants



Note: N = 206.
Source: Keen Independent Research.

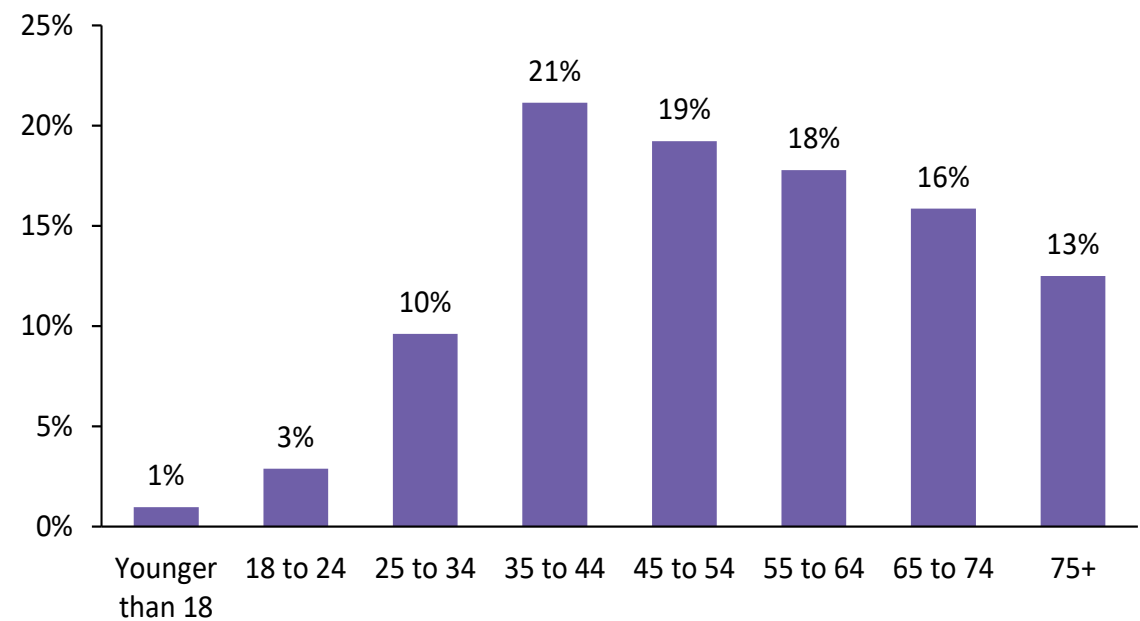
E. Analysis of Stakeholder and Community Input — Demographics

Age

The virtual workshop attracted participation from a wide range of ages. Figure E-7 shows the age distribution of virtual workshop participants.

Over 50 percent of respondents were 35 to 64 years old. Almost 30 percent of respondents were ages 65 and older. Less than 15 percent were ages 34 and younger.

E-7. Age of virtual workshop participants



Note: N = 208.
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Demographics

Other Demographic Identifiers

Keen Independent invited virtual workshop participants to comment on any additional demographic identifiers they would like to share to help the study team understand their experiences or the experiences of other members of their household. A total of 65 participants elected to provide additional identifiers reflecting persons with disabilities, veteran/military, LGBTQ+ or bilingual/multilingual or other. Respondents could select multiple options. Figure E-8 shows the demographic self-identification of respondents.

E-8. Demographic self-identification of virtual workshop participants or their household members

Other demographic identifiers	Count
LGBTQ+	25
Person(s) with disability	21
Bilingual/multilingual	12
Veteran/military	10
Other	13

Note: N = 65.

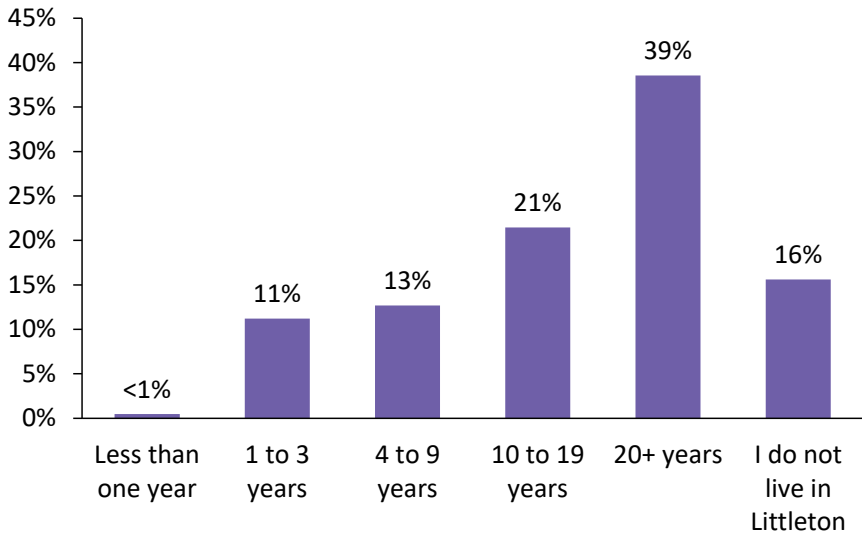
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Demographics

Residency in Littleton

Most virtual workshop respondents (60%) indicated that they have lived in Littleton for 10 or more years with over 39 percent of participants living in the City for 20 or more years. Figure E-9 shows the length of time that virtual workshop participants have lived in Littleton.

E-9. Length of residency of virtual workshop participants



Note: N = 205.
Source: Keen Independent Research.

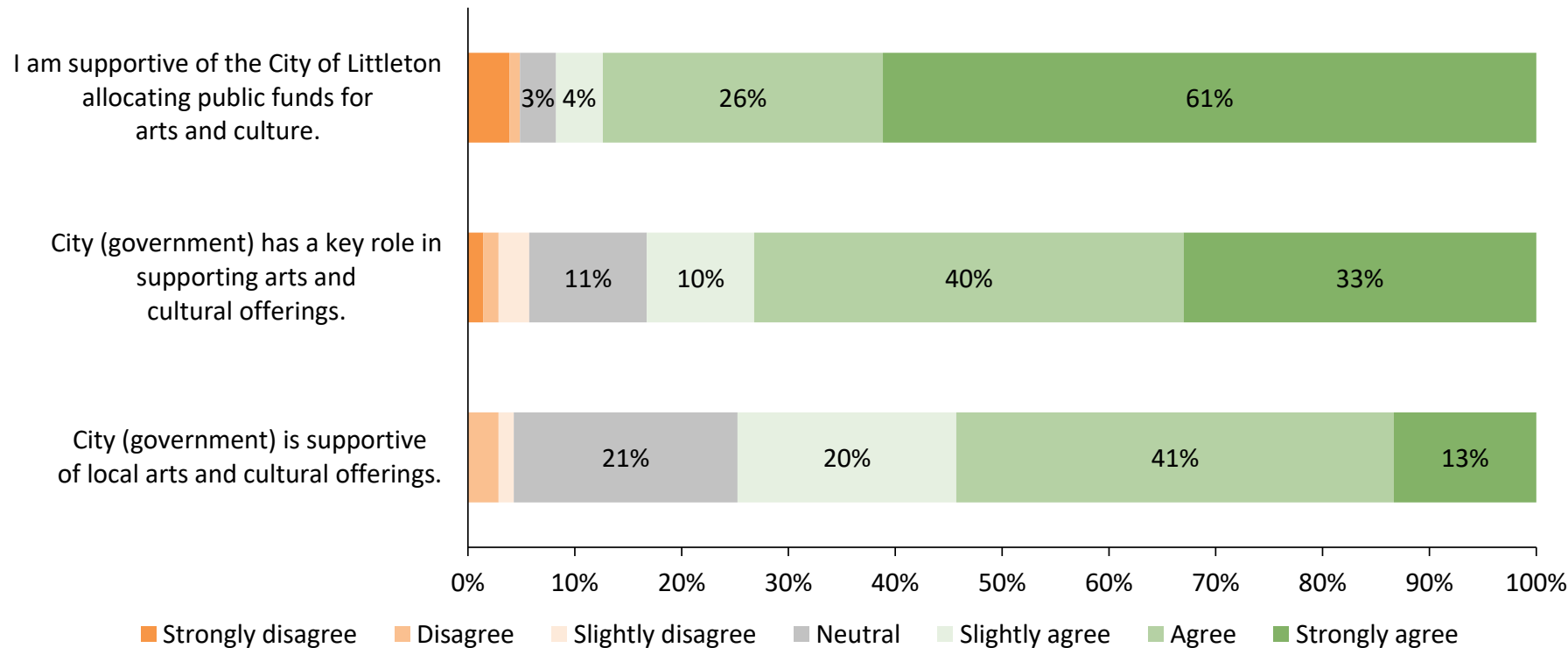
E. Analysis of Stakeholder and Community Input — City’s role regarding arts and culture

Residents’ Perceptions of the City’s Role

Virtual workshop participants provided their perceptions of the City’s role in arts and culture. Figure E-10 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.”

Over 90 percent of participants were “supportive of the City of Littleton allocating public funds for arts and culture.” Many participants also agreed (slightly to strongly) that the “City has a key role in supporting arts and cultural offerings” (83%). Most participants agreed (slightly to strongly) that “City (government) is supportive of local arts and cultural offerings.” However, responses to this statement were somewhat more mixed than other City role statements, with fewer participants selecting “strongly agree” (13%) and more choosing “neutral” (21%).

E-10. Perceptions of the City’s role in arts and culture



Note: N = 206-210. Non-residents of Littleton were excluded from analysis.

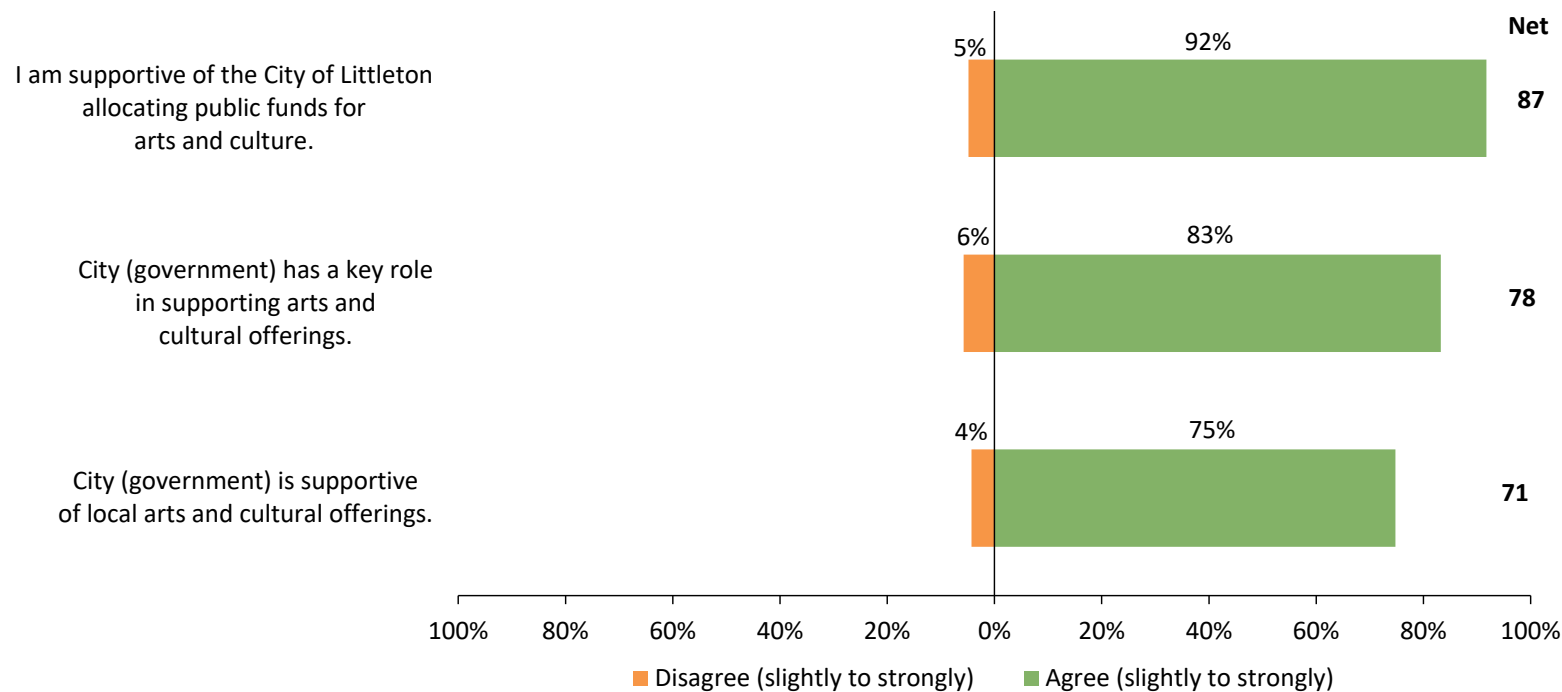
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — City’s role regarding arts and culture

Net rating. Net rating provides a simple representation of the overall slant of participants toward agreement or disagreement. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Three-quarters or more of virtual workshop participants expressed support towards the City’s role in arts and culture in Littleton (Figure E-11). With a net rating of 87, almost all respondents were “supportive of the City of Littleton allocating public funds for arts and culture.” With a net rating of 71, respondents shared that the City is supportive of local arts and culture offerings. This gap suggests that perhaps there is room for growth in arts support.

E-11. Perceptions of the City’s role in arts and culture net rating



Note: N = 206-210. Non-residents of Littleton were excluded from analysis. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — City’s role regarding arts and culture

Other City government priorities. Although many residents and stakeholders are supportive of the City allocating public funds for arts and culture, some noted that arts and culture are not always the focus because there are other priorities that the City is responsible for addressing, such as transportation, housing, public safety and homelessness. These priorities, which require attention, time and funding, have an impact on residents’ quality of life and their ability to enjoy arts and culture opportunities.

Some residents felt this was a barrier to providing arts and culture support, while others felt like this prioritization over arts and culture projects was justified.

Competing priorities.

Virtual workshop participant

Maintaining cleanliness and safety.

Virtual workshop participant

Homelessness in park.

Virtual workshop participant

Don't spend a penny until you fix the roads.

Virtual workshop participant

*Government support isn't needed for arts and culture to thrive.
Please focus on the issues you are responsible for like housing and transportation.*

Virtual workshop participant

Prioritization of economic development over community wellbeing.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Strengths

This section discusses perceptions of Littleton’s cultural strengths.

What Makes Littleton Unique

Figure E-12 is a word cloud that illustrates the range and frequency of characteristics that survey respondents identified as unique to Littleton.

E-12. What makes Littleton unique



The descriptors “small town,” “history,” “nature” and “community” appear largest in the image, indicating that these words and phrases were mentioned most frequently. These words and phrases were also echoed by stakeholders and discovery meeting participants.

Note: N = 184. Respondents were asked to share up to five words or short phrases.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Strengths

Littleton residents and stakeholders elaborated on the primary word cloud themes about what makes Littleton unique. This section references perspectives from the virtual workshop and discovery meeting, as well as interviews and focus groups.

Vibrant small town. Many stakeholders stated that they appreciate Littleton due to its small town, or hometown, feel. They often described the community as having a vibrant Downtown area that is home to many “mom and pop” businesses. The City was also described as walkable.

Historical. Many stakeholders take pride in Littleton’s history. They appreciate the historic, mid-century modern infrastructure on Main Street. Stakeholders highlighted the importance of celebrating and preserving the City’s history and character and valued the cultural institutions that keep this history alive.

Nature. Stakeholders and residents alike shared that the abundance of natural spaces, such as parks, trails and open space, in Littleton are cherished and unique, especially given the City’s proximity to Denver. They treasured the tree-lined neighborhoods and the vegetation native to the Littleton area. Littleton community members also liked that these natural spaces seemed accessible to everyone.

Community. Many stakeholders remarked that Littleton has a strong sense of community. These interviewees generally described community in terms of friendliness and sense of belonging. They also discussed a love for the people who make up the community. Residents who discussed Littleton’s community as a strength often identified as growing up in the area or as long-time residents.

Has opportunities to grow but still keeps that small town home feel.

Virtual workshop participant

Vibrancy of the City. Beautiful place to live!

Discovery meeting participant

It's truly a historic Main Street which adds a lot of character and uniqueness to the metro area.

Focus group participant

Reminders of the history of the town are kept alive.

Virtual workshop participant

The access to nature within the City of Littleton is pretty remarkable given that we are part of the [Denver] metro area.

Focus group participant

Plentiful open spaces.

Virtual workshop participant

Comfortable and welcoming.

Virtual workshop participant

[There are] people that like to have a say in the enhancements of their community and [they have] a lot of passion for where they live.

Focus group participant

E. Analysis of Stakeholder and Community Input — Strengths

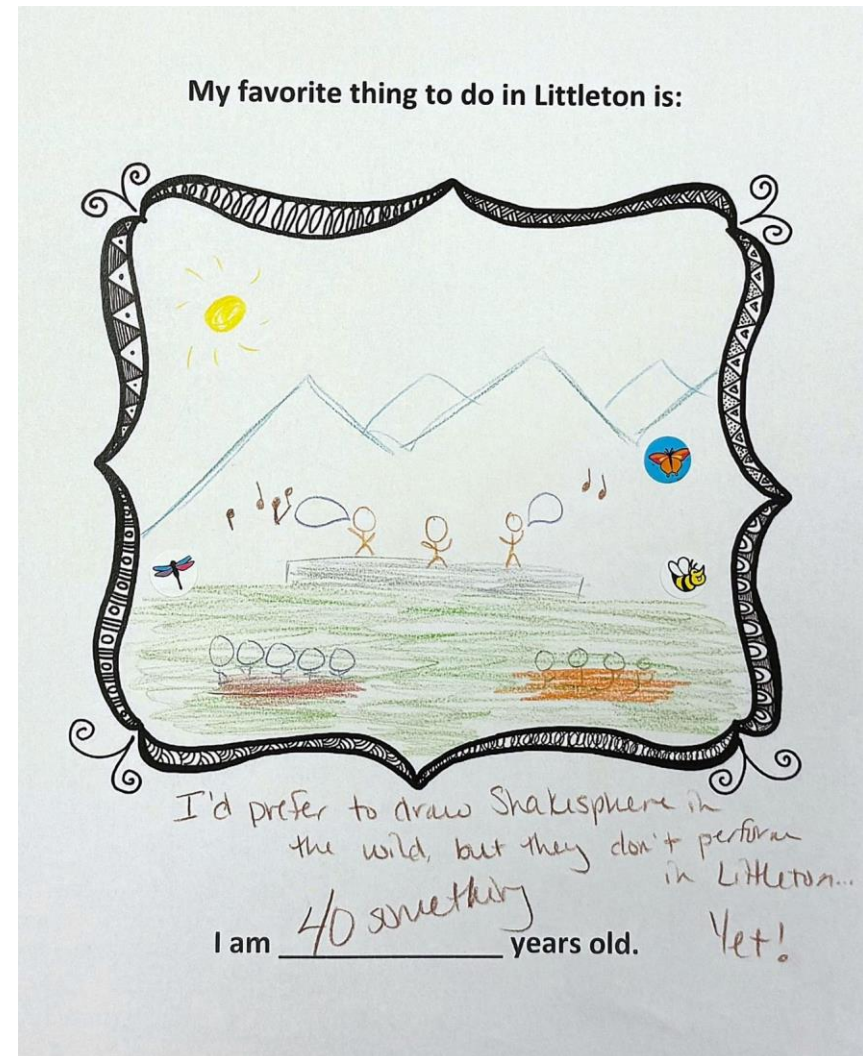
Favorite thing to do in Littleton

As part of the discovery meeting, residents used colored pencils and stickers to create drawings in response to the prompt, “My favorite thing to do in Littleton is...” Figure E-13 highlights one example drawing from this station.

Participants drew:

- Outdoor arts and cultural activities, such as performances and film screenings;
- Visiting the Littleton Museum and the Bemis Public Library; and
- Spending time with friends and family while participating in arts and cultural events.

E-13. One example of feedback gathered through the drawing corner activity station at the discovery meeting



Source: Keen Independent Research.

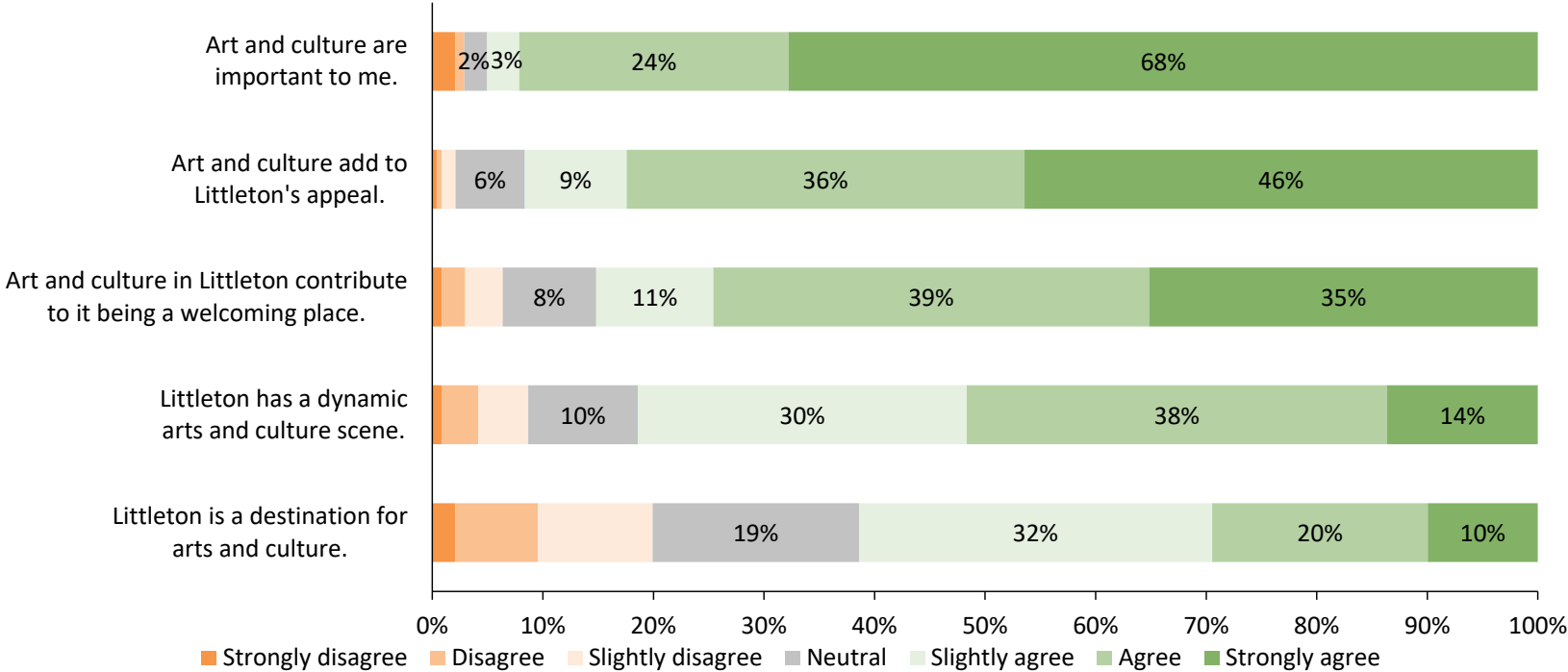
E. Analysis of Stakeholder and Community Input — Strengths

Perceptions of Arts and Culture

Virtual workshop participants provided their perceptions of Littleton’s arts and culture scene. Figure E-14 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.” For all statements, other than “Littleton is a destination for arts and culture,” participants were overall positive in their perceptions of arts and culture in the City. Almost all participants (95%) indicated that arts and culture are important to them and that arts and culture adds to Littleton’s appeal (91%).

The majority of participants felt that arts and culture in Littleton contribute to it being a welcoming place (85%) and that there is a dynamic arts and culture scene in the City (82%). Participants indicated mixed agreement to the statement that “Littleton is a destination for arts and culture,” with the fewest responses in the “strongly agree” and “agree” categories. These data suggest that that arts and culture is important to participants but that more could be done to make Littleton a draw for arts and cultural experiences.

E-14. Virtual workshop respondents’ perceptions of arts and culture



Note: N = 236-242.
Source: Keen Independent Research.

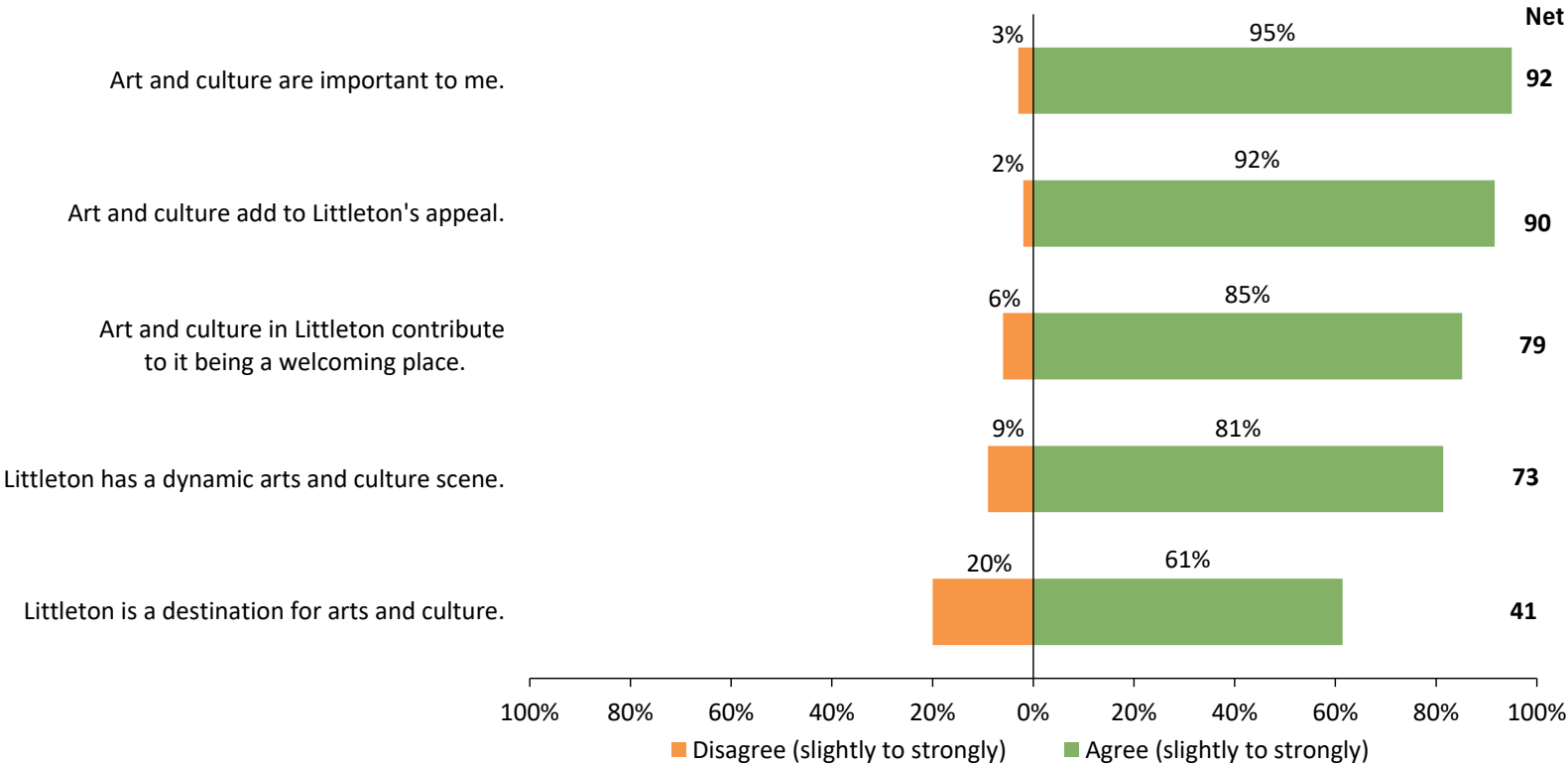
E. Analysis of Stakeholder and Community Input — Strengths

Perceptions of Arts and Culture Net Rating

Figure E-15 highlights the net rating for the same perception of arts and culture statements discussed in Figure E-14.

Arts and culture are “important to me” and “add to Littleton’s appeal” have the highest ratings of 90 and above. “Littleton is a destination for arts and culture” has a net rating of 41 and this figure shows that 20 percent of respondents disagreed (slightly to strongly) with this statement, which is over double the percentage of disagreement for other statements.

E-15. Virtual workshop respondents’ perceptions of arts and culture net rating



Note: N = 236-242. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Strengths

Arts and Culture Strengths in Littleton

Arts and culture are important to community stakeholders and residents of Littleton. This is apparent through the vibrant and varied number of cultural offerings within the City, as well as the numerous cultural organizations who create and support these offerings. These themes are outlined below with relevant quotes from the virtual workshop, discovery meeting and in-depth interviews and focus groups listed on the right.

Vibrant and varied arts and cultural offerings. Stakeholders frequently discussed the vibrancy and variety of arts and cultural offerings in Littleton, ranging from public art and performances to the natural landscape and annual festivals. Many stakeholders identified specific organizations, such as the Littleton Museum, Bemis Public Library and the Town Hall Arts Center. Several study participants mentioned appreciation for Littleton’s natural areas, such as parks and trails. Stakeholders also highlighted annual traditions and festivals in Littleton, such as Western Welcome Week.

Arts and cultural leadership. Several study participants discussed arts and cultural leadership in Littleton as a strength. Stakeholders observe that local arts and cultural leaders are passionate about serving the community. Multiple stakeholders mentioned that they are starting to see more collaboration between arts and cultural leaders and that they hope this trend continues. Study participants familiar with the Arts and Culture Board commented that the current members have “vision.”

I appreciate the art & culture fostered by the Bemis Library, Littleton Museum, Town Hall Arts Center, Hudson Gardens, ACC, South Platte Greenway and all of the open space, parks, and trails.

Virtual workshop participant

Town Hall performances rock! I personally love all the murals around town. We are very lucky to have the Littleton symphony as well.

Virtual workshop participant

I feel like there's a lot of tradition in Littleton.

Focus group participant

I feel like [Littleton takes] pride in the diversity of what you see, whether that be sculptures or different type of events.

Focus group participant

There are a lot of passionate people in Littleton when it comes to arts and culture!

Interview participant

I'm starting to see more collaboration ... Keep it going!

Discovery meeting participant

The Arts and Culture Board has vision.

Interview participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

This section addresses perceived areas for improvement for Littleton.

Challenges to Supporting Arts and Culture

In the virtual workshop, participants could list up to five words or phrases to identify the biggest challenges to developing arts and culture in Littleton.

E-16. Challenges to arts and culture in the City of Littleton

Figure E-16 is a word cloud that illustrates the range and frequency of challenges identified by survey respondents. Participants most frequently identified “funding,” “other priorities,” “communication” and “lack of diversity” and “parking” as key challenges.



Note: N = 187. Respondents were asked to share up to five words or short phrases.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Areas for improvement

This section elaborates on word cloud themes referencing perspectives from the virtual workshop and discovery meeting, as well as interviews and focus groups.

Arts and Culture Challenges and Requests

Littleton residents and stakeholders expounded on the following challenges to arts and culture in Littleton:

- Vision;
- Cross-communication;
- Marketing;
- Funding;
- Venues;
- Gathering spaces;
- Diversity, equity, accessibility and inclusion;
- Placement and sourcing of public art; and
- Parking.

Vision. Some residents shared that they did not feel that the City had clear goals for selecting and implementing public art and that planned events seemed disorganized. They felt that the City could be more creative in how it approaches art selection, installation and use of public spaces so that Littleton could be viewed as an arts and culture destination.

Regarding vision planning, a few focus group participants revealed that their arts and culture organizations have been undergoing arts and culture master planning, but that work is often happening in silos. Several stakeholders shared that they want the community to make clear connections between their organizations and Littleton's arts and culture scene but that is not always happening.

To showcase a thriving economy, [arts and culture] should be part and parcel of everything that we do.

Focus group participant

Lack of branding as an art city.

Virtual workshop participant

Lack of imagination.

Virtual workshop participant

We have so many players in the arts community that there isn't really a synergizing kind of focus.

Focus group participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

Cross-communication. Most focus group stakeholders said that communication and collaboration between the various arts and culture organizations could be stronger. Several stakeholders shared that there are avenues in place to communicate with one another, such as representation across arts-related boards and commissions, but these avenues could be better utilized.

For example, because public art is owned and managed by different arts and cultural organizations, there are different processes in place for selecting and maintaining art. Stakeholders and community leaders who were part of focus groups indicated that these processes were not always clear. This includes processes such as selecting public art, deaccessioning, or removing, public art from the City’s collection and obtaining permits for cultural events.

Marketing. Many residents felt that they did not always know what was happening around Littleton related to arts and culture and that there could be better transparency about the events and works in progress around arts and culture. There is not one central way to communicate local activities and festivities, but rather many individual newsletters and websites to consult.

Funding. A number of Littleton residents and community stakeholders discussed how funding is necessary for realizing arts and cultural goals. Cultural assets, events and activities require money to succeed. Residents felt that smaller organizations may be at a greater disadvantage than larger organizations. Stakeholders shared that there are limited City funds available for their organizations and when funding is available, not all arts and culture organizations are eligible for the same funding opportunities.

How do we collaborate together with the community? How do we create space that we can share with the community that more people can use?

Focus group participant

We have lots of ways to communicate. They're just not always known to [other organizations] so they're not as effective as we'd like them to be.

Focus group participant

There's so many opportunities to participate in activities that are culturally based, or arts based. I just don't know that people know about them.

Focus group participant

Collaboration with Littleton merchants, schools, and non-profits to promote events.

Virtual workshop participant

Arts [advertisement] by more than online sources.

Virtual workshop participant

City funding [is] often limited.

Virtual workshop participant

Small organizations without resources for their own venue are at a huge disadvantage compared to larger organizations that have their own venues and receive significantly more funding from the City.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

Venues. A clear request from many Littleton residents and community stakeholders alike was to have more performing art venues in Littleton. Respondents shared that the Town Hall Arts Center is a great community asset, but as the main indoor performing arts venue in the City, the 260-seat capacity is not enough to meet the community's demand. Residents felt that to be considered a destination for arts and culture, Littleton needs a larger performing arts venue.

Some residents added that Littleton is unable to attract bigger named artists and performers because it lacks the infrastructure to support larger, more popular acts. They also shared that local arts groups leave Littleton to be able to access venues that can accommodate their art. One resident perceived that the City only promotes events inside Littleton, and this puts local community groups at a disadvantage when they have to go outside the City for venue access.

Gathering spaces. Many Littleton community members expressed a need for more gathering spaces that are welcoming and of varying types and sizes. These spaces should be versatile so they can be used for rehearsals, practices, meetings or any type of community gathering. Filling this need may require repurposing existing spaces or creating new spaces designed with community needs in mind. However, some community stakeholders shared the challenge of being a one-size-fits-all venue for all arts-related needs.

A number of public ensembles use the Waring Theater...it's fabulous, but it's too small. The stage is not ideal for that kind of performance.

Focus group participant

We NEED A PERFORMING ARTS SPACE – 700 seats, lifts and sets.

Discovery meeting participant

Please repurpose or find a space that can be dedicated to performing arts. We have to drive out of the City for these types of events.

Virtual meeting participant

Few indoor community meeting spaces and they're not affordable.

Virtual workshop participant

As an artist in the area, it would be great to have a place to gather and create with other artists.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Areas for improvement

Diversity, equity, accessibility and inclusion. In the virtual workshop, participants could engage with an open-ended prompt regarding how the City can improve its diversity, equity, accessibility and inclusion efforts through arts and culture. Several participants said that the City could do a better job representing art and artists from marginalized communities in Littleton. They also hoped the City would prioritize events highlighting and of interest to diverse communities. Some residents made specific suggestions, such as festivals or themed weekends that celebrate specific ethnicities and their traditions. Participants also discussed wanting to see greater accessibility at events and local venues, including ADA compliance, affordability and bilingual communication.

Placement and sourcing of public art. In Littleton, a majority of arts and culture assets are located Downtown, but city limits expand far beyond the Downtown area. As a sprawling city with different neighborhoods, people and spaces, many residents and some stakeholders communicated that art could be placed throughout the City rather than in a concentrated location. Many residents also voiced a desire for sourcing public art through local artists and organizations, also suggesting an artist-in-residence program. This would provide an opportunity to showcase local art and financially support local artists.

Parking. A number of residents highlighted that parking and traffic, especially Downtown, result in big challenges to attending and enjoying arts and culture events and activities. These were sometimes deterrents for participation in community events.

Actively seek out diverse artists, programming, exhibits that appeal to diverse segments of the community and region.

Virtual workshop participant

Our schools are becoming more diverse. Work with the schools to reach the families.

Focus group participant

Reaching out to all neighborhoods in Littleton. Having information in different languages Providing transportation to venues. Offering low or no cost tickets to events.

Virtual workshop participant

Art offerings not distributed throughout City.

Virtual workshop participant

In years past there has not been a push for public spaces to include art. It seems like that is slowly changing.

Virtual workshop participant

Parking for big events.

Virtual workshop participant

Traffic.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Looking to the future

Keen Independent asked community members to consider future markers of success for arts and culture planning.

Markers of Success

Stakeholders and residents identified the following markers of success for the City:

- Increased awareness;
- Increased engagement;
- Art throughout Littleton;
- Equitable support;
- More venues;
- Preservation;
- Collaboration;
- Greater outreach; and
- Economic development.

Increased awareness. Stemming from a need for more streamlined and transparent communication, some stakeholders hoped that these efforts would result in more of the community knowing what arts and culture offerings and resources are available in Littleton.

Increased engagement. Stakeholders from all focus groups hoped to see more community members attending and feeling positive about the arts and culture offerings in Littleton. Some described a key purpose of art being that it draws people in and creates community. They felt this could be achieved by presenting art that sparks conversation or is integrated into nature and human-made spaces around Littleton.

Art throughout Littleton. Most residents and several stakeholders would like to see the footprint of art expand beyond the Downtown area, which is already vibrant in arts and culture assets.

I'd like to see an easier community events and calendar page. Both to see what's happening and to post what is happening.

Discovery meeting participant

A success marker for me is having better visibility through the City's communication avenues.

Focus group participant

Are we fully reaching as much of the community as we can? There are pockets throughout our community proper, our City proper and in our broader community, where we don't have quite as much engagement. Are we welcoming and accommodating and accessible to as many as we can be?

Focus group participant

Developing a sense of pride in our City and encouraging participation in all aspects of life in Littleton results in more committed citizenry.

Virtual workshop participant

Side street art projects to draw more businesses to those areas.

Discovery meeting participant

Should be shared throughout the community, not just Downtown.

Virtual workshop participant

Make art structures a destination and have a theme. That way it could be a game to visit each structure.

Discovery meeting participant

E. Analysis of Stakeholder and Community Input — Looking to the future

Equitable support. Many Littleton residents hoped that the City would prioritize support for diverse and locally sourced art so that new opportunities reflect diverse cultures and perspectives. A few Stakeholders hoped that the City would also consider how existing funding is being allocated to the City’s key cultural assets.

More venues. Most residents and stakeholders agree that supporting arts and culture in the City could be better achieved by creating additional gathering spaces and performance venues.

Preservation. Many residents and stakeholders alike discussed the importance of remembering and preserving Littleton’s history. They reiterated that arts and culture efforts, and City leadership, should continue to celebrate Littleton’s rich history and the infrastructure that showcase those stories and characteristics.

Be intentional about recruiting diverse artists.

Virtual workshop participant

The City of Littleton and the community have a long and proud history of supporting arts, culture, history, and heritage. Additional funding sources would help to build on existing successes.

Virtual workshop participant

Represent diverse artists including people of color, LGBTQ+ and other historically marginalized people. Ensuring that art is in all neighborhoods and accessible to all.

Virtual workshop participant

Venue, venue, venue. Performing arts facility that is affordable, accessible and centrally located.

Virtual workshop participant

Littleton should provide venues where ALL can come and enjoy art and culture — especially live performance! A large theater that can accommodate a larger audience would provide more opportunities for a diverse audience to enjoy.

Virtual workshop participant

Preserving and maintaining its historic places and parks and trails is a top priority.

Virtual workshop participant

A big win for arts and culture would be designating a historic district. A specific destination for shopping and cultural appreciation.

Hotline participant

E. Analysis of Stakeholder and Community Input — Looking to the future

Collaboration. Most stakeholders acknowledged that there could be better coordination between arts and culture organizations in sharing plans and finding ways to work together so that there is greater transparency about community efforts.

Greater outreach. Many Littleton residents called for more outreach across City leadership, so that the community could better participate and inform decision making. They suggested outreach to different neighborhoods and partnerships, such as collaborations with students of all ages, as strategies for achieving collaboration.

Economic development. Many residents and stakeholders agreed that arts and culture could promote economic development across Littleton, resulting in opportunities for new infrastructure projects and support for local artists. Several community residents discussed how serving local residents would help businesses thrive and, in turn, drive tourism as well. A couple of stakeholders suggested that the City track the impact of arts and culture in relation to economic development in Littleton.

I think a big piece is that the multiple players involved in arts and culture and the community and quality of life have a robust awareness of each other and what we are all doing and what each of our respective roles and lanes are in the whole picture.

Focus group participant

The more that we can continue to collaborate and have these conversations, the more we get our folks out there and involved, but also having the City come to us more. I would love to see our City Council members participate.

Focus group participant

Tap into diverse neighborhoods to include them in artistic planning and programming.

Virtual workshop participant

Develop programs that involve community members actively. Utilize the schools as partners.

Virtual workshop participant

Tourism and economic development are not mutually exclusive goals to the community focus. I think prioritizing health and beautification of this space would drive organic tourism and development.

Virtual workshop participant

Track economic development and how much of that could be attributed to us; our completion of projects and bringing people in.

Focus group participant

E. Analysis of Stakeholder and Community Input — Preferences

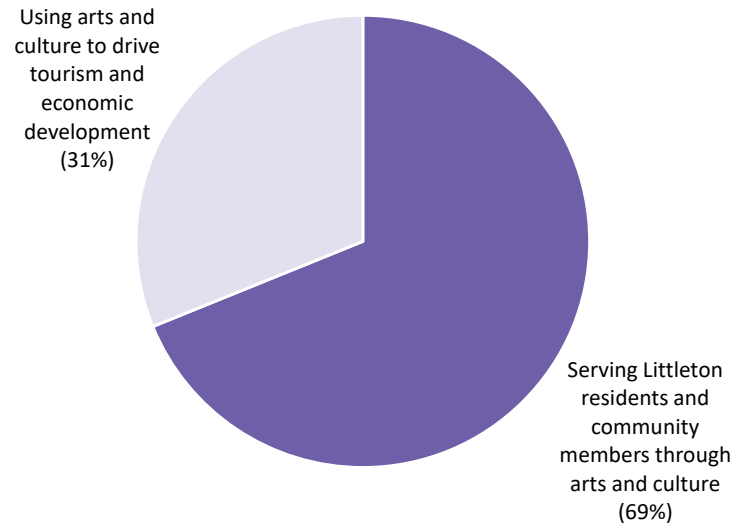
Keen Independent asked virtual workshop, discovery meeting, and interview and focus group participants to identify their preferences regarding potential future arts and cultural priorities for the City.

Residents' Preferences for Arts and Culture Focus

When asked, “Which of the following statements better reflects your opinion about the focus for arts and culture in the City of Littleton?” about 69 percent of virtual workshop participants selected “serving Littleton residents and community members through arts and culture,” while 31 percent selected “Using arts and culture to drive tourism and economic development.” (Figure E-17).

When provided an opportunity to explain their response, some participants added that both priorities are important. Others shared that community building and showing appreciation for Littleton is important. A few participants worried that focusing on tourism would be at the expense of local interests. Three participants did not want Littleton to focus on either priority.

E-17. Arts and Culture focus for City government



Note: N = 183. Non-residents of Littleton were excluded from analysis.

Source: Keen Independent Research.

I think prioritizing either one will enhance the other.

Virtual workshop participant

Serving locals builds a stronger community, which will in turn drive economic development and tourism.

Virtual workshop participant

Prioritizing tourism and development, however, is likely to come at the cost of the wellbeing of people who already live here.

Virtual workshop participant

We do not need huge tourism to crowd and ruin the home flavor.

Virtual workshop participant

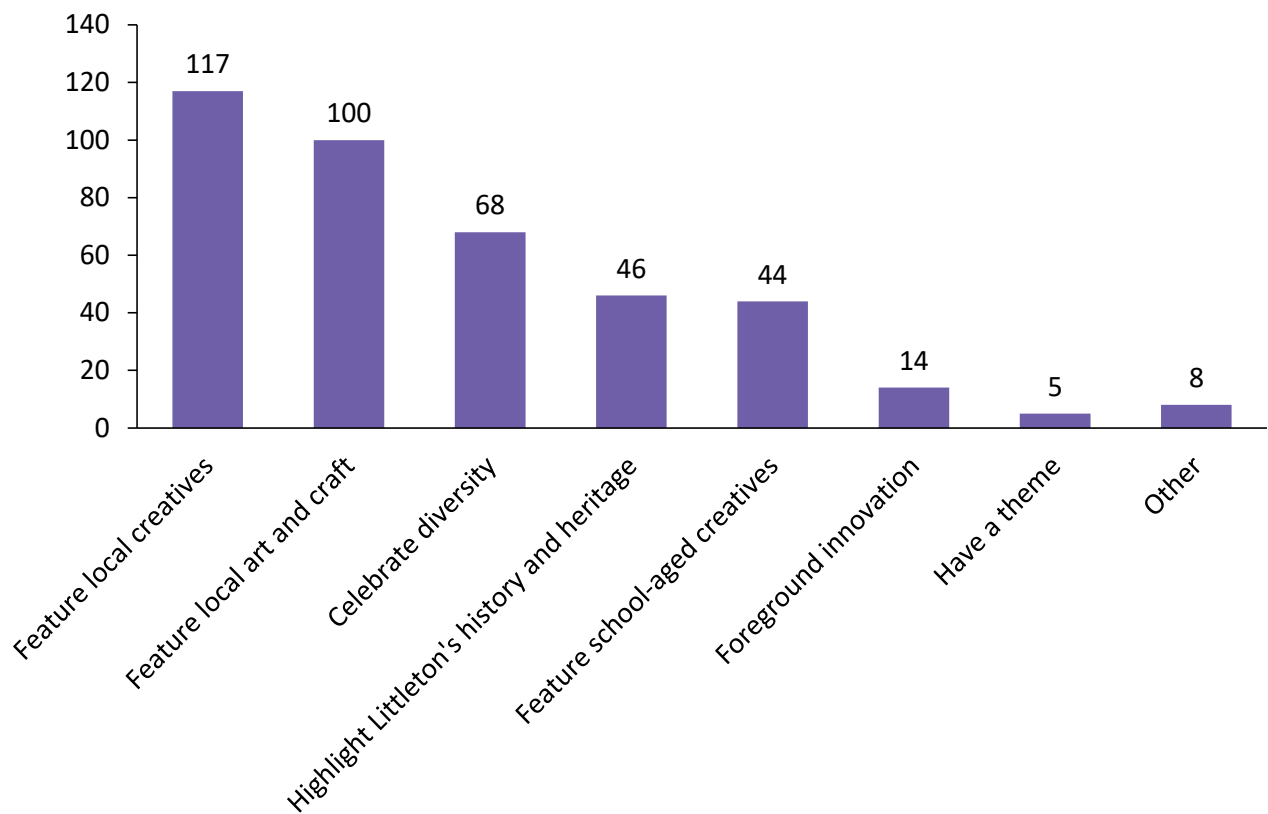
E. Analysis of Stakeholder and Community Input — Preferences

City-organized Event Preferences

Figure E-18 shows virtual workshop participants’ responses about potential City-organized events.

Virtual Workshop participants shared a preference for City-organized events that “feature local creatives” or “feature local art and craft.” Around one-third of participants want events that “celebrate diversity.”

E-18. Virtual workshop participants responses to, “I would like the City to organize more events that...”



Note: N = 216. Respondents could select up to two responses.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

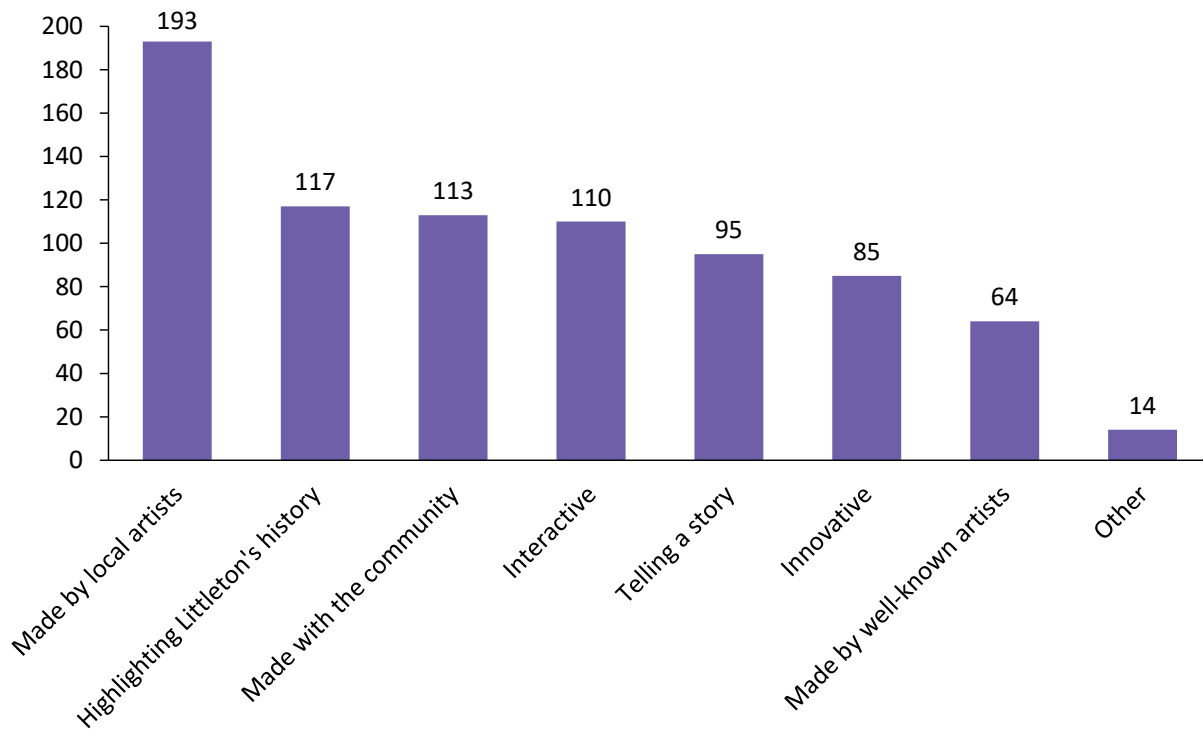
Public Art and Placemaking

When asked about public art and placemaking preferences, many participants selected “made by local artists” (Figure E-19). About half of respondents also selected art that “highlighting Littleton’s history,” “made with the community” and “Interactive.” Some participants who selected “other” added that public art and placemaking should highlight diversity and marginalized voices and others suggested specific types of art or locations.

I love Littleton but it could embrace more diversity and involvement with communities in Colorado, such as our cultural connections to Black, Native American, Latino and Asian populations.
Virtual workshop participant

More places for live music and entertainment. Music can draw people from all over if it's done well. We have lots of bands and musicians but no place to perform consistently.
Virtual workshop participant

E-19. Virtual Workshop participant responses to, “I would like to see more public art and placemaking that is...”



Note: N = 218. Respondents could select more than one answer.
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

Desired Locations for Public Art and Placemaking

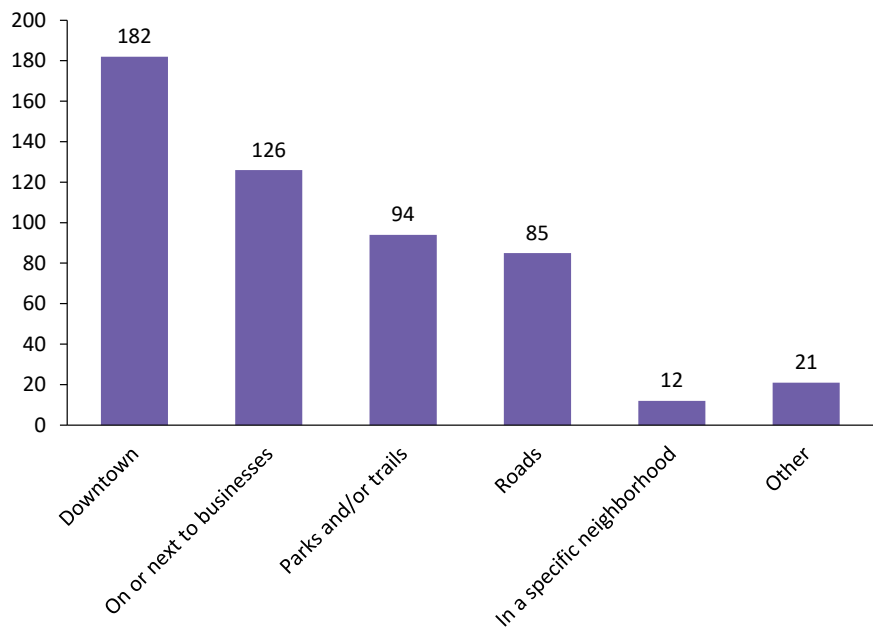
When asked where Littleton residents would like to see more arts and culture, most virtual workshop participants suggested “Downtown” (Figure E-20). Many participants also indicated “on or next to businesses,” “parks and trails” and “roads.”

When asked more specifically about parks and/or trails, virtual workshop participants most often listed Ketring Park, High Line, Sterne Park, Mary Carter Greenway and Lee Gulch.

When asked about specific neighborhoods, several participants noted Littleton Boulevard and Northeast Littleton.

As part of the discovery meeting “mapping arts and culture station,” participants placed stickers where they would like to see more public art assets. This information informed the requested arts and culture development heat map located in Appendix A, “Market Analysis,” in this Plan.

E-20. Desired locations for public art and placemaking



Note: N = 221. Respondents could select more than one answer.
Source: Keen Independent Research.

All major buildings and areas should have outdoor arts at their locations.

Discovery meeting participant

E. Analysis of Stakeholder and Community Input — Preferences

Likelihood of Using an Online Directory

When asked, “How likely are you to use a City-managed online directory of local artists?” virtual workshop participants shared mixed opinions on their use of a local artist directory (Figure E-21). Half of participants (53%) were “somewhat” or “very” likely to use this resource, while 30 percent were “Neutral/not sure.”

Some participants explained their responses. Those who were likely to use the directory thought it would be useful for showcasing and supporting local artists. Community members with hesitations about the directory brought up concerns around directory management, the online format, expected quality, and its overall intended use. Several participants felt that an event calendar would be more useful than a directory.

Working for a non-profit organization that puts on events for the community, it would be nice to access this database.

Virtual workshop participant

Needs to be kept up to date. So many City directories end up with dead links.

Virtual workshop participant

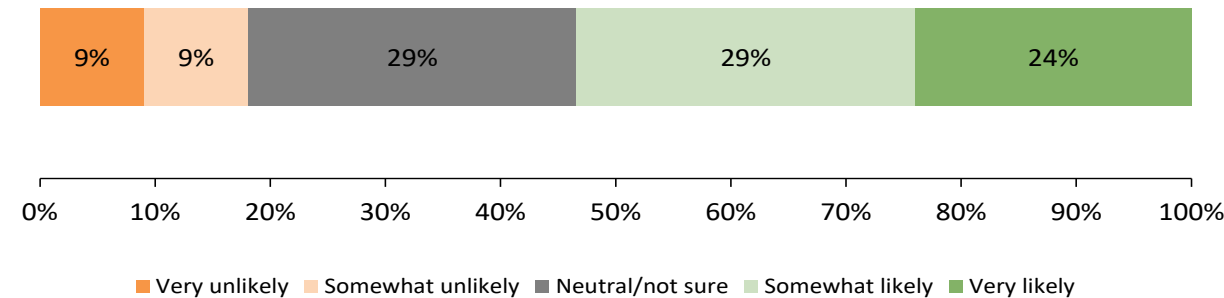
Unclear what this would include and what the benefit could be.

Virtual workshop participant

I would be more likely to use an event driven calendar from the City than just a list of who the artists are.

Virtual workshop participant

E-21. Likelihood of using an online directory of local artists



Note: N = 221.
Source: Keen Independent Research.

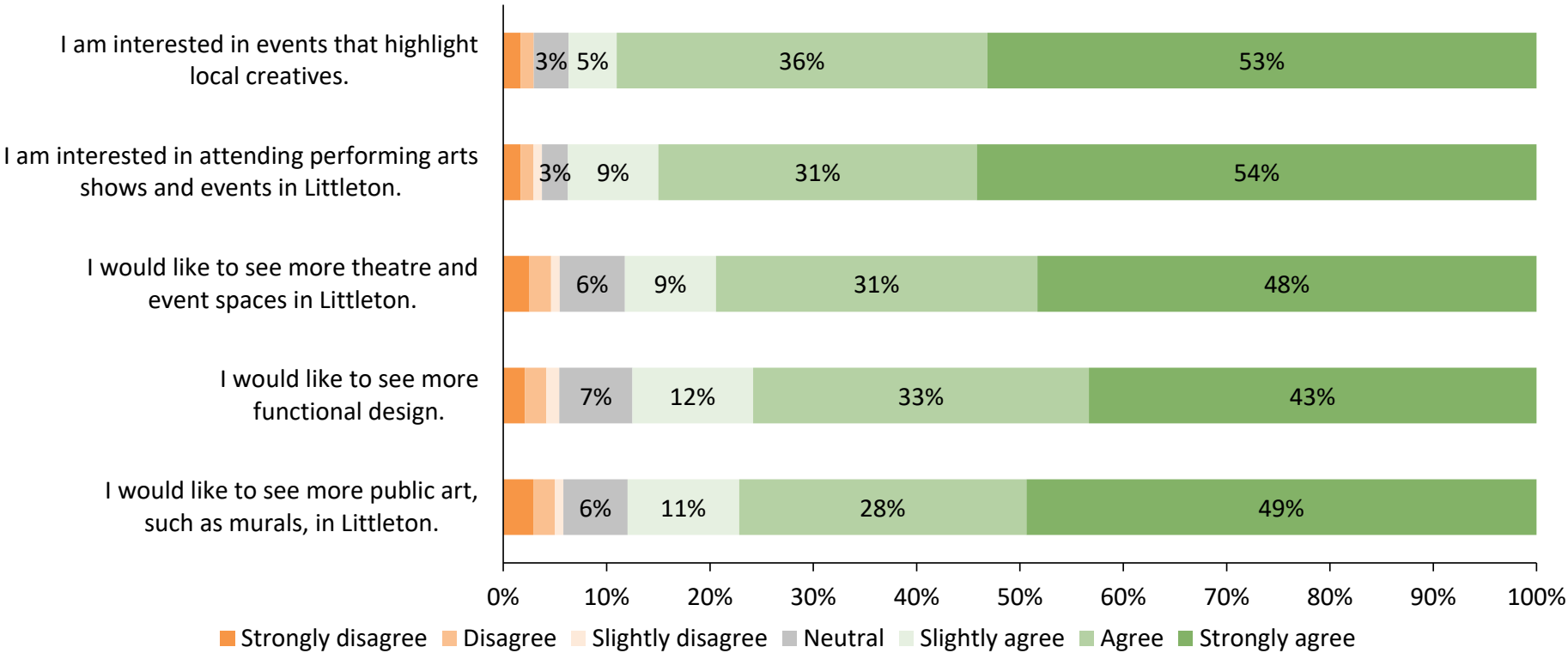
E. Analysis of Stakeholder and Community Input — Preferences

Art-related Interests

Virtual workshop participants indicated their level of interest for different types of art. Figure E-22 shows all responses along a seven-point agreement scale ranging from “strongly disagree” to “strongly agree.”

For all interest statements, virtual workshop participants generally agreed (slightly to strongly) that they would like to see more art of varying types in Littleton. “Events that highlight local creatives” and “performing arts shows and events” were of particular interest, with 94 percent of participants agreeing.

E-22. Virtual workshop participant art-related interests



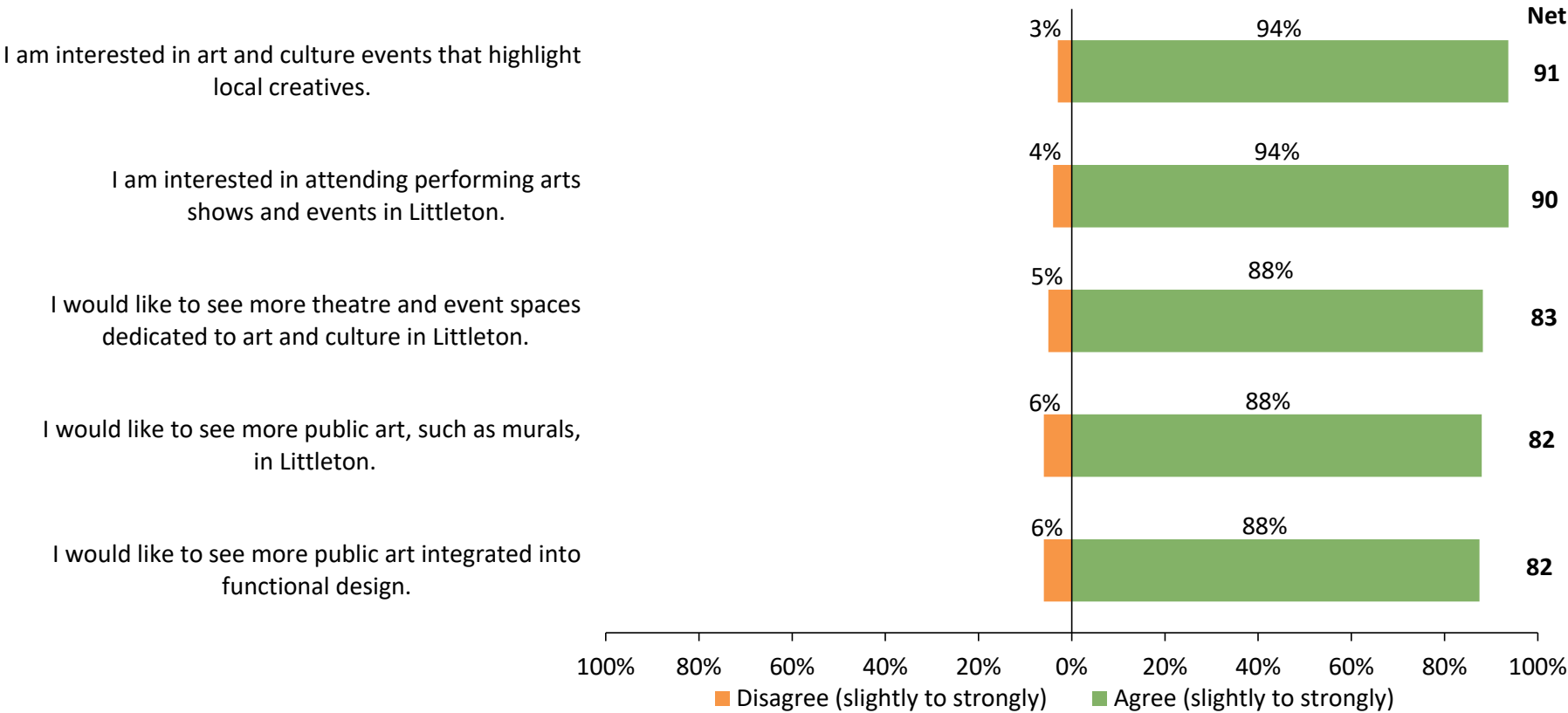
Note: N = 236-242.
Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

Net rating. Figure E-23 highlights the net rating for statements discussed in Figure E-22. All statements have a net score of 82 or higher.

“Events that highlight local creatives” and “performing arts shows and events” have the highest net ratings, at 91 and 90 respectively. These data further support that participants are highly interested in art and would love to see more offerings.

E-23. Virtual workshop participant art-related interests net rating



Note: N = 236-242. The net rating is calculated by subtracting the sum of the “strongly disagree,” “disagree,” and “slightly disagree” responses from the sum of the participants who “strongly agree,” “agree,” and “slightly agree.”

Source: Keen Independent Research.

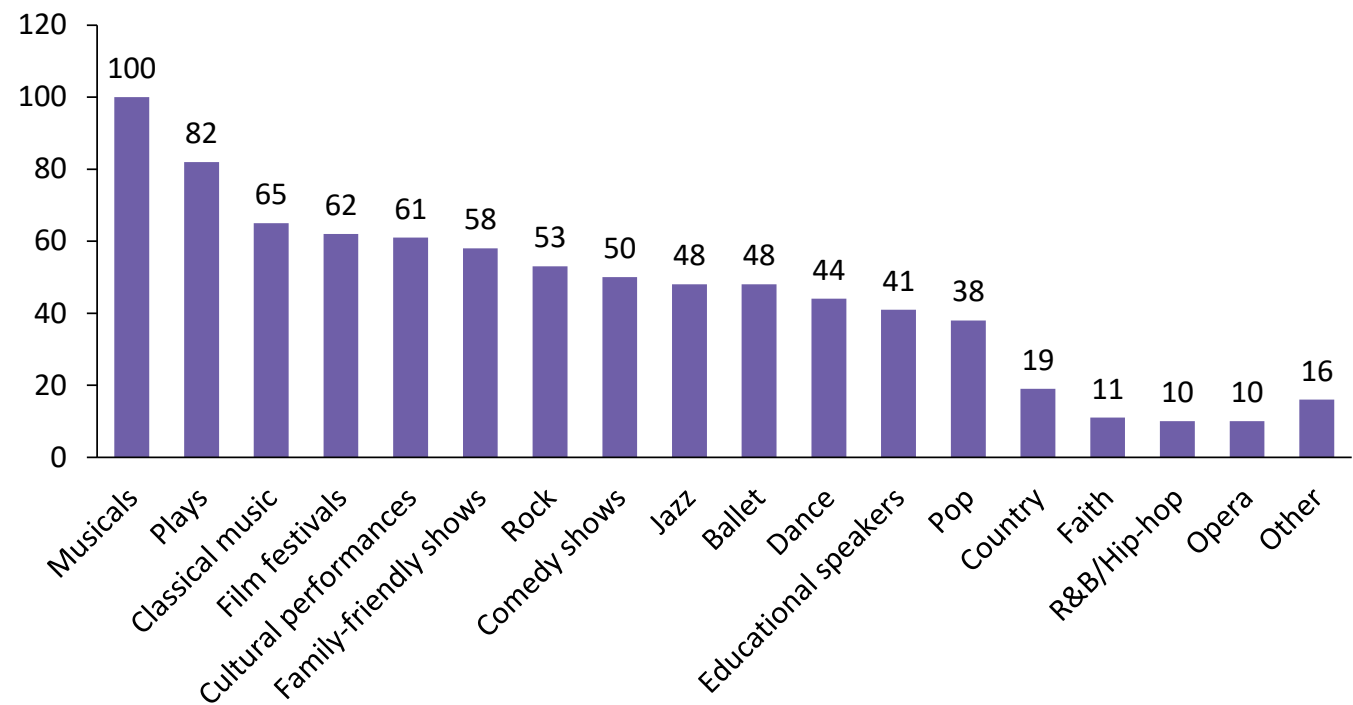
E. Analysis of Stakeholder and Community Input — Preferences

Favorite Types of Live Entertainment

Virtual workshop participants were asked to select up to four types of performances or live entertainment that they enjoy. Figure E-24 shows that respondents indicated an affinity for a broad range of show types.

“Musicals” and “plays” received the greatest number of participant responses with 100 and 82 responses respectively. Categories with next greatest number of selections were “classical music,” “film festivals” and “cultural performances.”

E-24. Favorite types of performances and live entertainment



Note: N = 220. Respondents could select up to four responses.

Source: Keen Independent Research.

E. Analysis of Stakeholder and Community Input — Preferences

Infrastructure Preferences

Community residents and stakeholders shared ideas for future infrastructure through the virtual workshop, discovery meeting, hotline and in-depth interviews and focus groups.

Most frequently, community members across all feedback methods supported building additional performing arts venues and gathering spaces. This included a performing arts center with greater capacity than the existing Town Hall Arts Center, as well as multi-purpose spaces that could be used for art events, artists’ work and groups to meet for art-related purposes.

Other infrastructure ideas included ways to physically connect the City and its attractions, such as a trolley and an alleyway program. A couple of participants also suggested building a boutique hotel and a play area in the Downtown district.

Many virtual workshop participants were particularly vocal about the need for additional parking Downtown, especially for when arts and culture events take place.

Performing arts center.

Discovery meeting participant

Outdoor amphitheater.

Discovery meeting participant

Art complex with flex space.

Discovery meeting participant

An art co-op.

Virtual workshop participant

A trolley is a great investment for Littleton. I would like to see more of Littleton connected through a trolley and a bike lane.

Hotline participant

Enhance the alley through [a] walkway [with] two entrances, one in an alley and one in a storefront along the main street. [Add] seating elements [and] art elements. Changes the character of a downtown.

Focus group participant

Boutique hotel.

Discovery meeting participant

An area that encourages play, whether that's a nature type of experience or an actual physical structure.

Focus group participant

Parking, especially downtown.

Virtual workshop participant

E. Analysis of Stakeholder and Community Input — Preferences

Benchmark Cities

During the discovery meeting, residents were invited to identify other cities that might serve as a reference for the kind of change they’d like to see in Littleton regarding arts and culture. Participants used index cards and markers to respond to the following prompt:

- “Which city has art and cultural resources that you would like to see in Littleton? Please explain.”

Colorado-based infrastructure. Some participants discussed locations in Colorado, such as Arvada for its “Art Complex” or Fort Collins for its “walkable waterpark/river project with extensive arts opportunities and incorporated public art.”

Diverse stories and voices. Some participants talked about incorporating diverse perspectives, such as Santa Fe, NM for culture that “integrates Native American and many local ethnic groups.” Others called out San Jose, CA for its “diversity of arts and opinions.”

Other themes. As an example of “support for local arts and artisans,” participants identified Asheville, NC. Grand Rapids, MI, meanwhile, was highlighted for its “Art Prize.” Finally, one participant suggested that Littleton already has arts and cultural resources and can continue to develop without emulating other cities.

Community Recommended Benchmark Cities

- Arvada, CO
- Fort Collins, CO
- Santa Fe, NM
- San José, CA
- Asheville, NC
- Grand Rapids, MI
- *“I don’t think Littleton has to look any further than its own backyard.”*



KEEN INDEPENDENT RESEARCH

Created for the City of Littleton in 2024
by Keen Independent Research, LLC