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To: Mayor Valdes and City Council
Mark Relph, City Manager
Tim Nimz, Library and Museum Director

From: Fabby Hillyard, DJC and Associates

Re: Draft Work Plan for the LACC

Date: January 7, 2020

Below is a DRAFT of a work plan for the newly formed LACC. It is assumed that there will be no income generated for this effort throughout 2020. That said, one of the early acts of the Commission will be to develop a sponsorship program and we will be actively looking for early financial supporters for the project. Initially we will target the corporate community. We will also reach out to the grant making organizations and identify what resources are available for “startup - cultural planning” efforts. It is reasonable to assume some revenue from these sources during 2020.

The City of Littleton currently spends approximately \$ 5,000,000.00 annually on arts and culture related programs. This on-going support shows a strong commitment as well as may be used as leverage to receive other funding.

Until the program of the LACC is defined and approved there is no intention of asking the City to increase its contribution. However, we will be asking the City to allow us to access already funded programs that may benefit our effort (i.e. -- the City newsletter and other communication tools). A strong partnership with the Office of Economic Development has already been established and we will be reaching out to other agencies for support and information. This LACC effort is truly a City-wide effort with broad support.

I look forward to working with each of you as we go forward.

Fabby Hillyard

DRAFT LACC Workplan 2020 / 2021

November / December / January

Prepare interview questions and presentation for potential Commission members / interview:

- How long have you lived / worked in Littleton?
- How would you describe the impact that Arts and Culture have had on your life?
- What do you think is the strongest quality of your community?
- What would you say are the areas needing the most attention?
- What would a goal be for Littleton's newly formed Arts and Culture Commission?
- Given the newness of this Commission are you able to devote substantial amounts of time to the initial effort, perhaps up to 5 to 7 hours a month for 6 months?
- What questions do you have about your potential role?

Prepare initial information for first Commission meeting (February)

Gather and create notebooks for each member with background materials. City policies etc. (include all information on a flash drive as well)

Assist in identifying business community members and if possible, line up an initial grant to support the preliminary work of the Commission

Goals for consideration (From Charter)

- Raise the profile of arts and cultural programs and activities and promote the positive role they play in civic life
- Bring together and organize essential arts and cultural elements and other stakeholder groups in the community to foster a collaborative approach to arts and cultural issues
- Develop, prioritize, and recommend strategies for funding current and future arts and culture needs
- Build community support for arts and cultural endeavors by the City
- Serve as a public forum for community engagement on arts and culture issues
- Review and make recommendations to City Council that facilitate these policies
- Become a city that attracts and encourages artists to reside and thrive in the community
- Be the credible voice to advocate for arts and culture in Littleton

Additional or restated possible goals:

- Promote an active participatory arts and culture life throughout the community
- Ensure equity, access and inclusion in all cultural programming
- Support the work of Littleton's artists and arts and cultural organizations
- Enhance the vitality of Littleton's neighborhoods and business districts through thoughtful placemaking and preservation efforts
- Encourage strong support and partnership with Littleton Business Community
- Define arts and culture as a core city service
- Expand arts leadership
- Strengthen marketing, promotion and valuing of the arts
- Identify and Create a system of sustainable arts funding

Initial Activities;

February

(draft materials to be advanced to Commission members before meetings)

Introduce Commission members

Bylaws

Elect officers

Proposed schedule of meeting / determine best times and days / length of meetings / initial work plan

Framework for decision making - vote vs consensus

Role of public comment / input at Commission meetings

Proposed outline for first 6 months of Commission meetings

Review and approve

Present possibility of a Cultural Mapping Exercise for foundational information

Presentation: Broad overview of Regional Economic Impact of Arts and Culture Industry- SCFD or CBCA

March / April Cultural Mapping exercises

Cultural asset mapping is a foundational step in cultural planning. It identifies a community's strengths and resources through the process of inventorying tangible and intangible cultural assets. Tangible assets include arts and natural heritage resources on public and private land -- including urban design and public art, cultural facilities, cultural industries, artist networks, cultural festivals and events, cultural occupations, and cultural organizations. Intangible assets include stories and traditions that contribute to defining a community's unique identity and sense of place.

Some Uses of Cultural Mapping

Increasing Knowledge and Appreciation	Helping to define the local culture. Demonstrating the breadth and variety of cultural activity in the municipality.
Identifying Previously Unknown Resources and Activities	Providing concise information to elected officials, tourist groups, branches of municipal government, the general public, and other stakeholders. Advocating – drawing attention to the cultural area.
Getting a Fresh Perspective	Looking at data from different points of view: cross-cultural, public access, concentration, networking.
Gaining Objectivity and Overview	Going from intuitive or anecdotal information, from the “worm’s-eye view” on the ground, to a broader, more concrete view. Seeing around discipline-based and siloed viewpoints.
Identifying Networks and Hubs	Where do groups obtain their resources, how do they communicate with one another, and who are the liaisons?
Locating Gaps, Needs and Overlaps	How much duplication or scarcity is there in a given sector or area of the city?
Is the distribution of resources effective?	How far does a population group have to travel to borrow a book or hold a meeting? Where can the Chinese dance troupe find a qualified instructor?
Evaluating Projects	How large is the population served? How does the community view an initiative? Does a solution respond adequately to the problem?
Seeing the Present, Looking to the Future	How many informal community hubs will that new expressway disrupt? What will be the impact of an influx of immigration from Southeast Asia on the existing community and its resources?
Cultural Planning	Mapping is often the first stage of preparing a cultural plan.

Cultural Mapping Exercise Goals:

Analyze / understand Current Conditions

City of Littleton investment

- Annual expenses
- Onetime expenses
- Responsible agency / agency responsibilities
 - Zoning / preservation
 - Public Safety
 - Planning Community Development / Economic Development
 - Communications
 - Public Works

Current Arts and Culture Industry conditions in Littleton

Identify

- Number of entities with arts related missions
 - Annual attendees / members / zip codes / mailing lists
 - Number of annual events produced
 - Annual Budgets / sources of funding
 - Theatre
 - Museums
 - Visual Arts
 - Public Art
 - Entertainment
 - Festivals / street events

Create specific area sub committees to focus on specific topics

- Communication / branding / social media
- Artists
- Development
- Business / corporate
- Hotels

Check in with City Council

May - How do City policies impact the Arts and Culture Communities in Littleton

Preservation
 Zoning - live work
 Special event permitting
 Special use permitting
 Parks and public spaces permitting
 Right of way uses
 % for the Arts program

Review examples of creative policies developed by other communities

Ex; Tax credits and Tax incentives for Arts and Cultural districts

Arts and cultural districts can be defined in zoning in the absence of state legislation and programs guiding their certification or designation. Incentives can also be offered to promote adaptive reuse of structures for cultural facilities within designated districts.

State, regional, and local cultural district programs are supported through a variety of tax incentives that may be implemented at the city, town, county, or state levels. This includes exemptions and credits offered to creative sole proprietors and creative industries operating within a district. Examples of the types of incentives offered to established cultural districts include:

- Sales tax credits or exemptions for goods produced or sold within the district.
- Property tax credits or exemptions for qualified renovations or construction.
- Income tax credits or exemptions for artists living and working within the district.
- Preservation tax credits for historic property renovations and rehabilitation.
- Amusement/Admission tax waivers for events within the District.
- Eligibility for special loan funds.

The city of Providence, Rhode Island has pioneered innovative tax incentives for arts districts. City staffers, artists, and private developers have also worked together to reclaim underutilized space for artist spaces. Artists living in the ten designated arts districts have the sales tax waived on purchases of their original artwork. The City also provides below-market loans and technical assistance for the acquisition of spaces for artist studios and live/work space.

June - Dreaming

Now that we know what we have What do we need. Let's fill the gaps?
What do we need to strengthen / What do we have in abundance?

Reports from the sub committees

Regional Position – What is our “Niche”

Dream Big - What will people think about Littleton's arts and culture community in 5 years / 10 years Brainstorming (begin to prioritize direction / focus)

What are the “Big” ideas

What are the transformative projects on the horizon?

How do these projects fit into the City goals and objectives?

Tour: River North Arts District / Mission Ballroom Event Center

July – Dreaming into a plan

Review and begin to prioritize goals

What do we want to research first?

What is reasonable to accomplish: let's be realistic

1 to 5 years

5 to 10

City programs and policies -

What changes to City policies could we recommend to improve the conditions and help us meet our goals?

August – September Outreach / communication – Check in with the Community

How do Arts Commissions gain community respect and leadership? What does outreach and communication look like? How do we vet our goals with the community at large?

Check in with City Council

Review of Community Communication tools - report from Communication Sub Committee

- City – newsletters, web site tv
- Local / neighborhood papers / blogs
- Next Door?
- Council newsletters
- Media champions?

- Commission identity
- Web Page
- Twitter Account
- Face Book
- Sponsorship “deck”

Identify Community groups for outreach

- Rotary
- HOAs
- Neighborhood associations
- Business associations
- Chambers
- Community influencing organizations

October - November

- Draft a plan – 1-5-year outline
- Timelines, Actions, Strategies, Responsible parties
- Draft budget - identify likely sources of income

December –

- Check in with City Council
- Affirm goals and work plan for 2021

2021

January – February

Inventory grant cycles for likely funding entities – timing and process

Local Foundations

SCFD

Tier 3 Councils for Arapahoe and Jefferson County

Corporate partnerships

Review all City related financial resources

Identify potential public funding options – create a stable funding source

Lodgers tax

DDA

Refine the sponsorship “deck”

Consider staffing needs and impacts

March - April

Selling the ideas – Develop a presentation

Create a Commission Speaker Bureau – “take it on the road”

May – June

Decide if to ask the public for funding

If yes – Prepare for a campaign