CULTURAL PLAN FOR THE PIONEERING THEologie AND ARTS in EL PASO and TELLER COUNTIES of COLORADO
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GLOSSARY OF TERMS

Cultural planning – A structured, communitywide fact-finding and consensus-building process to identify cultural resources, community needs, and opportunities; and to plan actions and secure resources to respond. (Craig Dreeszen, Community Cultural Planning Handbook)

Cultural Plan Team – This plan was created through the input of more than 3,000 citizens, stewarded by a core team of 10 people that included: Janine Alfano Musholt, Susan Edmondson, Nancy Johnson, Todd Liming, Jan Martin, Amanda Mountain, Bettina Swigger, Dave Talbot, Deborah Thornton and Thomas Wilson.

Arts providers – For purposes of this report, “arts providers” includes all individuals or organizations that provide visual or performing arts in a manner that is accessible to the greater public. This includes individual artists, nonprofit and community-based arts organizations, for-profit arts producers, and civic organizations such as chambers of commerce or neighborhood associations when they produce festivals and other creative civic gatherings.

Creative industries – There are many definitions of the creative industries. For this report, our primary use of the term comes from Americans for the Arts, which follows Standard Industrial Classification (SIC) codes to include: museums and collections; performing arts; visual arts and photography; film, radio and television; design and publishing; and arts schools and services. Economists such as Richard Florida often use a broader definition that includes all “creating” professions such as scientists, software engineers, etc.

Region – The region encompassed in this plan includes El Paso and Teller counties. At times, the terms “region” and “community” are used interchangeably.
VISION FOR THE PLAN

The vision of this cultural plan is to develop, enliven, enhance and promote arts, culture and the creative industries in the Pikes Peak region to the benefit of residents, visitors, the cultural sector and the business sector.

This 10-year plan identifies goals, objectives and action steps for supporting the growth and diversity of cultural activities and offerings in the Pikes Peak region, and, in turn, pointing to methods in which the arts can strengthen other sectors of the community. The arts are an ecosystem, and in order for that ecosystem to flourish, we require a unified vision for the sector among its many players, including individual artists, the nonprofit sector, creative industries and a wide range of cultural consumers and arts participants. This diversity will serve as a source of strength and inspiration for creative individuals and arts organizations and will not only advance the creative sector but will enhance the economic vitality of the entire region.

VALUES FOR THE PLAN

When we say “the arts” we mean arts, culture, creativity, history and heritage. We know that:

- The arts create a positive, unique and authentic brand for a community.
- The arts build community identity, inclusion and pride.
- The arts foster vibrant neighborhoods and urban revitalization.
- The arts are a magnet attracting young professionals and a skilled, innovative and creative workforce.
- The arts shape a “destination city,” luring cultural tourists, who stay longer and spend more money than other travelers.
- The arts are the cornerstone of a well-rounded education, proven to: teach children complex forms of problem solving, encourage risk-taking and new approaches, and develop critical-thinking skills.
- The arts bridge ethnic and cultural divides, helping us to better understand people of different backgrounds and viewpoints.

WHY A PLAN?

For decades, successful communities have used cultural plans as a way to galvanize their cultural sectors and identify priorities. The Pikes Peak region (El Paso and Teller counties) is home to more than 200 nonprofit organizations that produce an annual economic impact of nearly $100 million. Thousands of individual artists also call this region home. Colorado Springs also ranks in the top 15 percent of 276 metropolitan areas nationwide in number of arts businesses per capita, proving that creative industries are a major force in the economy. Until the formation of COPPeR in 2005, the region lacked a central organization providing research and information about the arts and culture sector. Now, with a professionally staffed local arts agency to conduct the research and oversee such a plan, it is time for a unified vision of the cultural community to emerge. A cultural plan is a civic document, intended to guide and focus the efforts of citizens. The plan states goals and objectives to advocate for, to support financially, and to integrate the work of creative individuals and organizations for the betterment of the Pikes Peak region. The plan was developed through an open, inclusive process using the input of thousands of citizens, and the plan will be implemented with the same spirit. It is a plan by and for the community, and as such is owned by the community.

THE PROCESS

As the arts and cultural sector in the Pikes Peak region expanded in the past two decades, the need for comprehensive strategy in the sector became more pronounced.

An earlier effort to create a cultural plan in the early 2000s led, in part, to the formation of COPPeR, the Cultural Office of the Pikes Peak Region. The process began anew in 2008 when COPPeR was selected by Arts for Colorado to be part of a statewide collaborative community planning process. A Cultural Plan Team was formed. Work in the first year produced an Online Arts Community Needs Assessment Survey and the 2008 Arts Summit: Imagination and Innovation, which brought together more than 150 artists, arts administrators, and arts educators to develop a vision for the future of the region’s cultural sector.

Throughout 2009 and the first half of 2010, COPPeR and the Cultural Plan Team continued gathering information and conducting research through targeted focus groups, interviews with key stakeholders, and additional public meetings. The process broadly and deeply engaged diverse perspectives. This plan also includes the findings from Dream City: Vision 2020, a grassroots, community-owned project that captured the dreams and aspirations of more than 3,000 people in meaningful dialogue to identify common visions and values.

In 2010, COPPeR staff and the Cultural Plan Team synthesized the data into the following goals and objectives.
GOALS AND OBJECTIVES

GOAL 1: Increase engagement, access and participation in the cultural life of the region

Objective 1: Expand community and neighborhood cultural development
Objective 2: Improve marketing for cultural activities
Objective 3: Eliminate barriers to access for all citizens
Objective 4: Measure and track public participation in cultural programs

GOAL 2: Integrate the arts into the social, economic and political fabric of the community

Objective 1: Develop affordable and accessible venues and facilities
Objective 2: Define the arts and cultural sector as an economic driver and grow creative industries
Objective 3: Affirm culture, identity and heritage

GOAL 3: Strengthen and expand arts learning

Objective 1: Strengthen K-12 arts curriculum
Objective 2: Enhance higher education and adult education opportunities

GOAL 4: Foster thriving arts organizations

Objective 1: Enhance the sustainability of existing cultural organizations
Objective 2: Create sustainable funding for cultural organizations

GOAL 5: Support creative individuals and advance arts leadership

Objective 1: Recognize and support creative individuals
Objective 2: Advance leadership in the arts
LOOKING TO THE FUTURE

This is a plan not just for the present, but for the future, and as such, the Cultural Plan Team ensured that national demographic trends and trends in arts participation helped to inform the goals, objectives and action steps of the plan. In particular, this plan keeps in mind several local and national trends that will impact arts participation in the region:

- The U.S. Latino population is expected to triple by 2050; Hispanics are projected to make up nearly 28 percent of the population, and non-Hispanic whites will become a minority by 2050. Impact: An increasingly diverse population will create demand for more diverse art forms that are relevant to people of many cultures and backgrounds; traditional Western European art forms may be challenged to sustain audiences.

- The nation’s elderly population will more than double by 2050 as baby boomers enter traditional retirement years. Impact: The swelling population of retirees may likely create a surge in demand for the arts, as older people with more available time and disposable resources will seek out arts experiences – not just as audience members but also opportunities to rediscover their own creativity by picking up a paintbrush, joining a community chorus, etc. Retirees also may seek interesting volunteer opportunities in the arts. The aging population also will create greater needs, as the elderly will require transportation assistance to events; arts providers increasingly will need to bring arts activities into retirement centers and assisted living centers to serve this population.

- The growing reliance on technology, including expanding use of mobile technology, holds many implications. Impact: Technology has helped tremendously in marketing the arts and making music and film outside the popular canon accessible to more people. However, the reliance on “screens” – from home theater systems to expanding mobile usage – has diluted demand for actual live performances and exhibition of art. New uses of technology, such as Metropolitan Opera’s movie theater simulcasts, will need to continually be explored.

- In a recent three-year stretch, Fort Carson grew from 12,600 to nearly 25,000 troops, with another 1,000 soldiers slated to arrive in the next three years. In total, with soldiers, contractors, employed civilians and families, Fort Carson supports over 35,000 jobs. More than half of soldiers live off post. (Source: Pikes Peak Area Council of Governments.) Impact: Better service to this growing population is essential, particularly families of soldiers. More activities on post are needed, and improved efforts to help families connect to arts activities off-post. The southern part of the region, where Fort Carson is located, also is lacking in venues for arts activities.

- How the public participates in and consumes the arts is expanding. Attendance at mainstream arts events (symphony, opera, dance, etc.) is declining, while the percentage of Americans publicly creating art (photography, music making, drawing, etc.) is increasing; also, community-based and culturally specific arts organizations are driving participation and vitality trends. (Source: National Arts Index 2009.) Impact: The Pikes Peak region must respond by increasing its offerings of experiential arts activities, through more arts classes, and hands-on arts opportunities as well as performances in more intimate, accessible venues that engage audiences not just as passive observers.

- Nonprofit arts organizations are losing their market share of philanthropic and other charitable areas, with foundation support dipping 4 percent and corporate support dropping nearly 6 percent in recent years. (Source: National Arts Index 2009.) Impact: Nonprofit arts organizations in the Pikes Peak region must find new ways to communicate their relevance and impact to donors; new avenues for contributed revenue must be identified.

- Employers are increasingly demanding creativity as a necessary skill in new hires. U.S. employers rate creativity and innovation among the top five skills that will increase in importance in the next five years, and rank it among the top challenges facing CEOs. Additionally, business leaders rank “arts-related study in college” and “self-employed work” as the top two indicators of creativity. (Source: Conference Board studies Ready to Work and Ready to Innovate.) Impact: Solid K-12 and college arts curriculum will be vital to nurturing a creative and innovative workforce to maintain the Pikes Peak region’s competitiveness for primary jobs and new industries.
**RECOMMENDED ACTION STEPS**

The goals and objectives of this plan contain numerous action steps to be carried out through the 10 years of this plan. In many instances, the action steps are not singular items that can ever be considered permanently completed, but rather they are new processes and systems that are hoped to become improved, ongoing ways of serving the community. It should be noted that one constant discovery in the research for this plan was the lack of relevant data and tracking of the cultural sector. In order to track trends and improve the sector for the long term, new and consistent methods of annual surveying and reporting must be put in place.

The action steps are divided into three phases: Short-term is one to three years; mid-term is three to five years; and long-term is five to 10 years.

**GOAL 1: Increase engagement, access and participation in the cultural life of the region**

**Objective 1: Expand community and neighborhood cultural development**

**Short-term:**
- Support and advocate for community centers to remain open and increase cultural activities for children and adults through an integrated approach.
- Develop toolkits for neighborhood organizations and HOAs to plan their own creative activities and public art.
- Increase arts/design representation on community-planning boards such as Urban Renewal, Downtown Development Authority, Planning Commission, Woodland Park Marketing Team, Academy Boulevard Corridor Great Streets Plan, etc.
- Engage community newspapers to include regular arts coverage.
- Ensure residential and commercial developments include public spaces that can be used for arts and cultural activities, e.g. concerts in parks, public art.

**Mid-term:**
- Identify neighborhood locations suitable and amenable to new cultural activities (e.g., library branches, YMCAs, churches, schools, etc.).

**Objective 2: Improve marketing for cultural activities**

**Short-term:**
- Offer annual workshops and trainings to nonprofit arts groups on free/low-cost marketing and promotion.
- Increase promotion of low-cost and free events.
- Create online, real-time database of arts media contacts and deadlines.
- Expand “It Takes Five” high school initiative to include 10 percent more cultural providers and 20 percent increased enrollment.
- Develop a Passport for the Arts with diverse, discounted opportunities among several organizations.

**Mid-term:**
- Increase production volume and distribution capacity of The COPPeR Pages guidebook.
- Promote best practices and new tools for collaborative marketing (list-sharing, cross-promotion, etc.).
- Develop a local gallery guide
- Launch a “Did You Know” arts education program designed to educate people about existing cultural programs through partnerships with media and civic organizations.

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In the wings:
The Gold Hill Mesa residential development has launched a public art program and provides space for concerts and other neighborhood cultural activities.

In the wings:
The Colorado Springs Fine Arts Center is seeking resources to outfit a blackbox space for internal and community usage.
Objective 3: Eliminate barriers to access for all citizens

**Short-term:**
- Partner with nonprofit groups serving seniors to arrange for transportation to and from cultural events, especially nighttime events.
- Increase and document partnership cultural activities on post at Fort Carson and other military installations.
- Document, then establish incremental increases, in number of ticket giveaways to performing arts events for military, senior and underserved populations.

**Mid-term:**
- Encourage arts providers’ participation in public transportation planning.

**Long-term:**
- Work with Mountain Metro Transit to restore evening and weekend bus service; encourage cultural providers to include information about public transportation options for events.

Objective 4: Measure and track public participation in cultural programs

**Short-term:**
- Survey arts providers annually regarding attendance, outreach activities, revenue, expenses, etc.
- Provide training for cultural leaders on measurement indicators and data collection activities.
- Share cultural data trends at annual event of arts providers.

**GOAL 2: Integrate the arts into the social, economic and political fabric of the community**

**Objective 1: Develop affordable and accessible venues and facilities**

**Mid-term:**
- Support efforts to create the Pikes Peak Children’s Museum.
- Collaborate with leading community organizations to build private-public relationships in order to expand artistic offerings in non-traditional venues.
- Undertake backlogged improvements and renovations to City Auditorium to enhance its viability and increase community usage.
- Develop new venues and opportunities for visual artists to exhibit work.

**Long-term:**
- Create an outdoor venue accommodating 800-plus for performances.
- Build a quality, affordable midsize performing arts venue with a seating range of 750-1,200.
- Develop three new “black box” spaces within new or existing spaces with affordable seating for 50-200 people.

In the wings:
Norris Penrose Stadium is exploring renovation to make the facility adaptable for outdoor concerts and performances.

In the wings:
COPPeR has signed commitment to participate in Arts & Economic Prosperity IV with Americans for the Arts and the Creative Vitality Index with WESTAF.
Objective 2: Define arts and cultural sector as an economic driver and grow creative industries

Short-term:
- Procure Cultural Vitality Index Data from Western States Arts Federation to benchmark creative economy against competitive-set cities.
- Participate in Arts & Economic Prosperity IV study through Americans for the Arts.
- Include a cultural representative on economic-development familiarization tours of the region.
- Track and monitor number of primary jobs in the arts and publicize through Quality of Life Indicators

Mid-term:
- Link to Colorado Creative Industries statewide initiatives to attract and grow creative industries.
- Launch creative industries recruitment plan.
- Create toolkit for economic development departments of all municipal governments.

Objective 3: Affirm culture, identity and heritage

Short-term:
- Create a cultural tourism task force to better promote the region’s arts and heritage to visitors.
- Create an online inventory of public art and art-maintenance needs.
- Develop policies for acceptance of public art and maintenance plan.
- Support the business plan to ensure the Pioneers Museum remains open with new and ongoing programming.

Mid-term:
- Expand placement of public art and murals to areas beyond the central downtown Colorado Springs core.
- Grow resources for maintenance of public art.

GOAL 3: Strengthen and expand arts learning

Objective 1: Strengthen K-12 arts curriculum

Short-term:
- Assist all schools in all districts to align local curriculum with state requirements for mandatory arts education.
- Enhance and track programming that brings students out of the classroom into performance venues (e.g. Philharmonic concerts at the Pikes Peak Center, field trips to the Pioneers Museum, etc.).
- Document, share and celebrate student achievement in the arts.
- Publicize benefits of arts education, such as lower dropout rates and higher academic achievement.

Mid-term:
- Create an online guide to arts education services of all school districts within the region as a tool for parents making enrollment decisions.
- Connect artists to schools in rural areas of the counties.
- Create system to connect artists and arts organizations to home-school groups to ensure home-schooled students have access to arts education opportunities.
Long-term:
- Create arts curriculum for grade levels K-12; distribute to all school districts.
- Provide scholarships for after-school arts learning programs.

Objective 2: Enhance higher education and adult education

Short-term:
- Increase educational components and hands-on learning at festivals and community arts activities.
- Ensure seniors have greater access to arts activities.
- Track and grow incrementally arts-learning participation (visual art classes, enrollment in choral groups, etc.)

Mid-term:
- Work with higher-education institutions to expand arts degree programs in practice and administration.

GOAL 4: Foster thriving arts organizations

Objective 1: Enhance the sustainability of existing cultural organizations

Short-term:
- Conduct training and workshops for effective management.
- Create arts volunteer database.
- Expand networking opportunities for arts providers to encourage collaborations.
- Create case-studies/models for effective collaborations.

Objective 2: Create sustainable funding for cultural organizations

Short-term:
- Launch United Arts Fund to encourage workplace giving and corporate philanthropy.
- Prepare annual State of the Arts report for funders/donors.

Mid-term:
- Conduct research to develop cultural district(s).
- Advocate for municipal funding of cultural service providers.
- Grow financial support for individual artists.

GOAL 5: Support creative individuals and advance arts leadership

Objective 1: Recognize and support creative individuals

Short-term:
- Create comprehensive job listings and classifieds for creative industries.
- Provide training and marketing opportunities for individual artists.
- Expand PeakRadar.com database of individual artists in Pikes Peak region.
- Grow and support artist guilds.

Objective 2: Advance leadership in the arts

Short-term:
- Re-launch Emerging Arts Leaders network; connect to national Emerging Arts Leaders networks.

In the wings:
A Lifelong Learning in the Arts initiative has begun to coordinate curriculum and locations across arts disciplines in venues where seniors can participate with ease.

In the wings:
Pikes Peak Community Foundation and Bee Vradenburg Foundation are pursuing establishment of a united arts fund as early as 2012.
• Recruit and enroll arts providers in leadership programs such as Leadership Pikes Peak and CSLI.
• Encourage involvement by artists and arts providers on community boards, particularly city and county advisory boards and health, human service and education-related boards.
• Encourage arts providers to become involved in civic affairs (running for appointed commissions, volunteering and running for local offices).
• Prepare position papers on arts and creative industries for candidates and elected officials.
• Hold annual convening of local arts groups/artists/arts providers.

IMPLEMENTATION TIMELINE

September 2010
Plan becomes available on website, along with volunteer signup tools; plan is unveiled at news conference.

By November 30, 2010
Five goal task forces are formed, with leaders identified for each task force; volunteer recruitment ongoing.

By December 15, 2010
Convene one group meeting of all task forces to review protocol moving forward.

Through December 31, 2010
Cultural Plan Team presents the plan to arts groups, civic groups and municipalities.

Ongoing, beginning in 2011
Goal task forces meet a minimum of twice per year to review:
  Action steps needing initiative, leadership
  Progress on tasks to date
  Opportunities for integration with other goals or other community efforts
  Readjustment of timelines, as needed
Goal task forces provide a brief written report twice per year, in March and September, on progress

Ongoing, beginning in 2011
Cultural Plan Team meets twice per year to review progress reports. The team organizes an annual fall convening of all five goal task forces to share progress, seek alignment, celebrate successes, and identify needs and shortcomings. After the annual fall gathering, the Cultural Plan Team prepares a public annual report on Cultural Plan progress.
RESEARCH AND COMMUNITY INPUT

Research for the Cultural Plan was conducted throughout a two-year period. Residents of all areas of the two-county region participated in the research.

2008 Arts Summit: Imagination and Innovation

This gathering of about 170 artists and arts administrators was held in October 2008. Summit attendees heard presentations about the region’s rich arts legacy and the future of the arts in the state of Colorado. People also participated in a charrette in which they were asked to visualize an ideal arts community in the Pikes Peak region. Among the hundreds of ideas generated during the charrette, the following topics were identified by at least three groups:

- Create an amphitheater – A region that is world-renowned for its natural beauty and great weather needs a quality outdoor performance venue.
- More arts in education – The arts are essential to a well-rounded education, and creativity is increasingly the top attribute sought by employers. A need for more and stronger arts degree certification in higher education also was cited.
- Community neighborhood arts development – The key to civic engagement and increased cultural access is neighborhood venues and programming. While large-scale world-class facilities such as the Fine Arts Center and Pikes Peak Center for the Performing Arts anchor downtown, we must inspire artmaking and creativity in every neighborhood.
- Better public transportation – Public transportation on nights and weekends – when most arts activities occur – in addition to increased routes is essential to expanding access to the arts for all people.
- More electronic media about the arts – Online tools are an essential and low-cost method to ensure that information about cultural opportunities reaches all people.
- Integrating diverse population – The arts are proven to bridge ethnic and cultural divides and help people to better understand those of different backgrounds and viewpoints. As the national and local population will continue to grow more ethnically diverse, attention to diversity must remain an ongoing focus of programming and new ventures.
- Pedestrian mall – Interest is strong creating an outdoor, walkable place for people to congregate, shop and appreciate art.
Dream City: Vision 2020

This collaborative community visioning process grew out of informal conversations about the future of the region. It developed as a grassroots, community-owned initiative and was designed to engage people from around the region in meaningful dialogue about what they want to see for this community in the next decade and beyond. The lead organizing partners for the Dream City initiative were: Leadership Pikes Peak, The Gazette, Pikes Peak Library District and COPPeR. The initiative also received assistance from Everyday Democracy, a national organization doing civic-engagement work across the country.

The goal of Dream City is to promote civic engagement and to identify common visions and values as well as big ideas that, in the hands of likely champions, will move the community forward in the coming decade. In the year from the official Dream City launch in August 2008 to the Dream City Summit on July 18, 2009:

- 109 volunteer facilitators were trained and deployed throughout the community.
- 315 groups were convened to discuss their vision.
- More than 3,000 people participated.

In the Dream City Vision Brainstorming Sessions, participants discussed the future direction of the region and sorted concepts into 10 distinct categories, one of which was Arts and Culture. These categories were then discussed in greater detail to come up with prioritized themes. A few of the groups that invited people to participate included:

- Council of Neighborhood Organizations (CONO)
- Artemis, a women's networking organization
- Community Partnership for Child Development (Head Start)
- Senior citizen organizations
- El Paso County Bar Association
- People with developmental disabilities and their caregivers
- Colorado Springs City Council
- Artists and art organizations
- Colorado Springs Chamber of Commerce Rising Professionals
- School district advisory groups
- Church group volunteers
- Urban League teenagers
- Planners, architects and designers

On July 18, 2009, Dream City Dream City: 2020 Summit was held at Coronado High School. More than 300 people attended, and vision statements in five topic areas were unveiled. These are the vision statements from the Arts and Culture Vision Council:

**Vision Council:**

- Our varied and abundant arts scene creates a vital community that attracts and welcomes the creative class.
- Our communities are infused with a multitude of arts and cultural offerings – including vibrant arts districts – that are family-friendly and accessible year-round. The Pikes Peak region is a nationally recognized cultural hub.
- We celebrate our unique regional history to create an exceptional experience for our visitors and residents.
- Our governments take an active interest in stimulating, promoting, and supporting arts and culture.
- We enjoy and embrace a diversity of cultures, and our many forms of artistic expression reflect that diversity.
Arts Community Needs Assessment Survey

An Arts Community Needs Assessment Survey took place in 2008, distributed electronically by COPPeR and primarily targeting artists and arts organizations. 283 people from more than 30 ZIP codes in El Paso and Teller counties completed the survey. For the most part, answers varied wildly, which suggests that perception and reality do not necessarily align when it comes to the arts in the Pikes Peak region.

The most important and recurring ideas that emerged in the survey results were:

- Arts and cultural events in the area must focus on attracting and building more diverse audiences.
- More funding is needed in the area to make the arts sustainable and to attract more artists to the area.
- The arts are not present enough or seen as necessary in education in local school districts.
- Elected officials do not view the arts as essential to quality of life, and there must be a more unified view that arts are important to the community.

The survey focused on five main areas, summarized here:

**Artistic Excellence**

- 80% agree that arts organizations are presenting high-quality work.
- 51% agree that diverse arts opportunities (ethnic, cultural and nontraditional “fine arts”) need to be cultivated.
- 40% agree that more interdisciplinary collaborations are needed.

**Cultural Participation/Audience Development**

- 77% say opportunities to engage in the arts exist.
- 64% agree that the arts must attract more diverse audiences.
- 64% say more arts in a variety of neighborhoods are needed.
- 46% agree that arts providers must focus on attracting younger audiences.

**Arts Education**

- 75% agree the arts are not widely perceived as necessary to a well-rounded education.
- 70% respond that arts educators are not compensated appropriately.
- 64% respond that K-12 arts education is lacking and needs attention.
- 38% agree that opportunities outside school for youth are improving.

**Resources**

- 75% report that organizations do not have adequate funding for staff.
- 73% report it is difficult to make a viable living in the arts.
- More than two-thirds of respondents agree that governmental support for the arts at the local, state, and federal level needs attention or is lacking.
- 56% respond that individual giving could be more robust.
- A split: 38% report that foundations could give more, while 42% respond that foundation gifts are steadily improving.

**Making and Producing Art**

- 36% report that space for art-making is lacking or in need of attention – office space, studio space, rehearsal space and performance space.
- 58% respond that there is not a sustainable market for the arts, while 33% say the area is steadily improving.

**Communications/Arts Marketing**

- 78% agree there are many ways to learn about the arts.
- 75% agree that arts groups are learning how to use technology effectively.
- 51% say local media arts coverage is lacking, while 42% respond that media is steadily improving or doing well.
- 47% agree there is a need for educational opportunities for marketing and the business of arts management.

**Arts Advocacy and Community**

- 70% respond that elected officials and other local leaders do not value the arts.
- 65% agree that it is easy to participate in the arts.
- 64% say there is a shared sense of pride about the arts community.

**Focus Groups and Interviews**

To supplement the findings and feedback from the aforementioned activities, the Cultural Plan Team conducted seven focus groups and more than a dozen one-on-one interviews in 2009-2010. Participants came from varying backgrounds, to include enlisted military, sports professionals, business leaders, educators and government-appointed commissions and elected officials. Findings from these focus groups and interviews also informed the goals, objectives and recommended action steps of the plan.
A sampling of survey comments (all survey responses were anonymous):

“Compared to only two or three years ago I think the arts in the Pikes Peak region has been steadily improving.”

“I think there could be more cultural diversity in the arts offerings in this town, considering the broad demographic profile of the region.”

“The avant garde is fairly weak in our area.”

“The large geographic spread of the community results in some disconnect. Art events are concentrated in the central/west core.”

“I think there still needs to be support and collaboration between artists/companies/schools.”

“I do not see ethnic/racial variety at events.”

“I get emails for art events around town but usually cannot afford them.”

“The arts seem to be concentrated downtown, with a few exceptions. There should be more programs in schools across the entire region.”

“Younger (18-25) people are exhibiting a strong interest in art.”

“The cost of good rehearsal/performance space is the huge problem. Also, we should have a big, beautiful outdoor stage. This is Colorado! We love to be outside!”

“Much more is available for youth and fine arts than there is equal recognition and funding for self-taught, folk, raw art, alternative arts.”

“Our elected officials seem, generally, not to care too much. They appear to be much more interested in cost than quality of life.”

“The feeling of arts support is greater in other cities in the region. There is a small, strong core but Colorado Springs still lags behind. It is disheartening.”
ARTS AND CULTURE IN THE PIKES PEAK REGION

Evidence of the Pikes Peak region’s first artists, the Ute Indians, remains etched on the rocks at Garden of the Gods Park. Since then, the area has continued to attract artists lured by the natural beauty of Pikes Peak and the brilliant sunshine abundant year-round. Today, from the world-class Colorado Springs Fine Arts Center to the historic artist colony of Manitou Springs, the region overflows with cultural offerings.

Overview

• The Pikes Peak region – El Paso and Teller counties of Colorado – is home to more than 200 arts, cultural and humanities nonprofit organizations and thousands of individual artists.
• Colorado Springs ranks 36th out of 276 metropolitan areas in number of arts businesses per capita (top 15 percent).
• Since 2006, American Style magazine has named Colorado Springs among the top 25 arts destinations (midsize cities).

Visual arts and museums

• Built in 1936, the Colorado Springs Fine Arts Center was the nation’s first fine arts center west of the Mississippi, with a unique vision to provide a museum, theater performances and art school in one location. In summer 2007, the Fine Arts Center completed a $28 million expansion and renovation. The center houses a nationally recognized collection of Modern art and Hispanic and Native American art, in addition to works by Georgia O’Keeffe, John Singer Sargent, Robert Motherwell, Arthur Dove and one of the largest collections of works by glass artist Dale Chihuly.
• The Money Museum – home to the American Numismatic Association – features more than 250,000 rare objects telling the story of the history of money.
• The historic artist colony of Manitou Springs is home to numerous charming galleries and the innovative Business of Art Center campus – combining gallery exhibitions, a performance space, coffee shop, gift shop and working artist studios on view to the public. Manitou is also home to “creatively inspired” events such as the Emma Crawford Coffin Races, the annual Fruitcake Toss Festival and ongoing farmers and art markets.
• Hundreds of people turn out for Friday gallery openings downtown. Hot spots include Rubbish and Modbo in the Alley Arts District, Smokebrush Gallery, The Bridge Gallery, Pikes Peak Community College Downtown Studio and Cottonwood Center for the Arts, with more than 70 working artist studios.
• The UCCS Gallery of Contemporary Art brings to the region significant exhibits featuring artists such as Damien Hirst, Chuck Close, William Wegman, Andy Warhol, Jim Dine and others. GOCA 121, a downtown satellite gallery, opened in 2010.

Music

Taking advantage of abundant sunshine and ideal weather, the region is home to more than 100 opportunities to hear free, live music in our parks and open spaces each summer, hosted by groups such as the Pikes Peak Jazz & Swing Society, Pikes Peak Blues Community, Little London Winds, Fountain Creek Brass Band and numerous others.

• Under the baton of Maestro Lawrence Leighton Smith, the 70-plus professional musicians of the Colorado Springs Philharmonic perform nearly 40 concerts each season.
• Martile Rowland, founder of Opera Theatre of the Rockies, was named 2006 Teacher of the Year by Classical Singer Magazine, the definitive source for the field. Opera Theatre stages a full production each year and brings opera into local schools.
• With more than 70 events – music, film, theater, dance, visual arts and more – the Colorado College Summer Festival of the Arts stretches over two months. In particular, the music festival has been home to superior chamber music since 1984 and continues to attract elite students and faculty from around the globe.
• The region is home to scores of music ensembles, choral groups, and presenting groups, including the 150-voice Colorado Springs Children’s Chorale; internationally award-winning Velvet Hills Chorus of Sweet Adelines; Chamber Orchestra of the Springs; Out Loud gay men’s chorus; Pikes Peak Library District World Music Series and Black Rose Acoustic Society.

Youth and families

• Imagination Celebration provides year-round arts education opportunities that serve tens of thousands of children and adults annually.
• The Colorado Springs Youth Symphony, with 350 musicians in its ensembles, tours internationally and has performed at Carnegie Hall and the Sydney Opera House.
• The 200-voice Colorado Springs Children’s Chorale tours internationally and took first place at the Prague International Choral Festival.
• Alumni of the Colorado Springs Conservatory, an afterschool preparatory program in the performing arts, have gone on to attend prestigious academies such as Oberlin, Eastman and Berklee music schools, in addition to headlining on Broadway and starring with the New York City Opera and on Broadway.

Theatre

• UCCS Theatreworks’ annual Shakespeare Festival has been called “as good, in absolute terms, as the best in the world” by the journal Shakespeare Quarterly.
• Both UCCS Theatreworks and the Fine Arts Center Repertory Theatre Company continue to receive Denver Post Ovation Awards, recognizing the best productions and performers from the state.

• Manitou Art Theatre, dedicated to staging original works, received the 2005 Alliance for Colorado Theatre Community/Professional Theatre Award. It hosts a monthly children’s theater series in addition to its adult-aged series of original fringe productions.

• Community theatre is alive with Star Bar, Theatre 'd Art, Upstart, Springs Ensemble Theatre and several improv groups, including Stick Horses in Pants and the RIP.

Community festivals

• Adding to the richness of the region’s cultural offerings are events and festivals attracting thousands of people annually, including Cinco de Mayo, the Colorado Springs Chinese Cultural Institute’s Chinese New Year Celebration, Commonwheel Arts Festival, Juneteenth, Pikes Peak Arts Festival, Mountain Music Festival, the Japan-America Society of Southern Colorado’s annual rice-pounding ceremony, MeadowGrass Music Festival, the Indian American Cultural Celebration and the Everybody Welcome Diversity Festival.

Film

• The Rocky Mountain Women’s Film Festival is the oldest film festival in the country showing works exclusively by women filmmakers.

• The Pikes Peak Lavender Film Festival shines a spotlight on gay, lesbian, bisexual and transgender films.

• The Indie Spirit Film Festival is run by the Independent Film Society of Southern Colorado, which also produces a popular short film series.

History, heritage and science

• Housed in an exquisite 1903 courthouse, the Colorado Springs Pioneers Museum has more than 40,000 objects, including nationally significant collections of quilts, Van Briggle art pottery, plus the finest regional art collection in the state of Colorado. The Native American collection includes hundreds of items representative of the Ute, Cheyenne, and Arapaho cultures.

• Situated on 14.6 acres at an elevation of 6,800 feet, the Cheyenne Mountain Zoo is the only mountain zoo in the country. More than 400,000 people visit each year to see more than 750 animals representing 142 species – including the most prolific giraffe breeding program in the world. The zoo also owns a large collection of public art on its campus.

• Sprawling on 27 acres, the Western Museum of Mining & Industry is the only accredited mining museum in the western United States.

Venues

• Anchoring downtown, the 2,000-seat Pikes Peak Center for the Performing Arts features exceptional acoustics that have been called by Isaac Stern “the closest sound I have ever heard to Carnegie Hall.” It is the home to everything from Broadway shows to national dance companies to the finest local acts.

• Opening in 2008, the Cornerstone Arts Center at Colorado College is designed by world-renowned architect Antoine Predock. The inter-disciplinary space features multiple performance spaces, a screening room, and the I.D.E.A. Space gallery. Colorado College hosts lectures by luminaries such as Toni Morrison, Tony Kushner and many others.

• The 8,000-seat Colorado Springs World Arena is the venue for rock concerts and touring acts such as Blue Man Group, Elton John and Ringling Bros. and Barnum & Bailey Circus.

• The Rocket Room, Triple Nickel Tavern and The Black Sheep lead a diverse pack of nightclubs, with an emphasis on metal, hip hop and alternative acts such as Tech N9ne, Daughtry, Cursive, Reverend Horton Heat and others.

• Stargazers Theatre hosts local and national blues, rock and bluegrass acts.
Overview

The Pikes Peak region occupies more than 2,500 square miles in the geographic center of the state of Colorado. Comprised of El Paso and Teller counties and home to a population of about 620,000 people, the region’s heart is the city of Colorado Springs, the second most populous city in the state and the 48th most populous city in the United States. More than a dozen smaller municipalities ranging in size from Cripple Creek (population 3,025) to Fountain (population 24,430) contribute to the region’s unique character.

The metro region is bounded to the west by Pike National Forest, to the south by Fort Carson, and to the northwest by the Air Force Academy, resulting in residential and commercial growth primarily to the north and northeast of the city.

The area boasts more than 300 days of sunshine per year and often ranks in several “best cities” surveys, including Money magazine best city in which to live (2006), Outside magazine best city (2009), many years in Men’s Health magazine “fittest cities” top spots, top dog-friendly city and other quality-of-life accolades. Nearly 6 million tourists visit the region annually, lured by the natural beauty, miles of trails and open space and top attractions such as Pikes Peak, Garden of the Gods, the U.S. Air Force Academy and the Olympic Training Center.

History

The Pikes Peak region’s first inhabitants were American Indian people. The Ute, Cheyenne, Arapaho and other tribes gathered at the base of Pikes Peak, near Garden of the Gods.

The Pikes Peak region lies along the extreme southwestern edge of what was the Louisiana Territory, which was purchased by President Thomas Jefferson in 1803. Prior to this purchase, both French and Spanish flags flew over the region. In November 1806, American explorer Zebulon Montgomery Pike traveled through the area and is credited for “discovering” Pikes Peak, though he named the impressive landmark Grand Peak. He and his group attempted to reach the summit, in November but they were neither dressed nor equipped to climb the mountain that ultimately came to bear his name.

In 1859, the discovery of gold nearby resulted in the Pikes Peak or Bust Gold Rush. More than 100,000 people flocked to the area in search of riches. That same year, Colorado City became the first settlement in the Pikes Peak region. It was for a short time the territorial capital and served as a supply camp for miners traveling up Ute Pass and into the mountains.

In 1869, General William Jackson Palmer, a Civil War hero from Pennsylvania, first came to the area and described its “most enticing scenery.” He predicted that there would soon be a great resort town at the base of Pikes Peak. One year later, he founded the Denver and Rio Grande Railroad and purchased land to create Colorado Springs along its route. His plans for the city included broad, tree-lined streets, and he donated land for parks, schools and churches. In 1871, the Victorian spa resort town Palmer envisioned became a reality. The city was soon nicknamed “Little London” because of the many English tourists who visited the area.

The stunning scenic beauty was not the only thing that attracted people to the area. The sunny conditions and dry, mild climate of Colorado Springs and Manitou Springs made these communities popular for people suffering from poor health, especially tuberculosis. It was thought that this climate could significantly improve the health of TB patients. Early on, people came by the thousands to seek a cure on their own through vigorous living and exercise. Later, they came in even larger numbers to seek medical attention in one of the numerous sanatoriums that operated between 1890 and 1950 and to drink the natural spring waters of nearby Manitou Springs.

In the 1890s, gold was discovered on the western slope of Pikes Peak, one of the richest gold strikes in American history. Almost overnight, the Cripple Creek Mining District grew from an isolated cattle pasture to the home of more than 50,000 people. As a result, by the turn of the 19th century, Colorado Springs was called “the city of millionaires.” One of these millionaires was Spencer Penrose, who made his first fortune in Cripple Creek. He used his vast resources to build the Pikes Peak and Cheyenne Mountain Highways and to establish the Cheyenne Mountain Zoo, Will Rogers Shrine and The Broadmoor Hotel. He and his wife, Julie, created the El Pomar Foundation, which still supports many worthy causes in the Pikes Peak region and across Colorado; Julie Penrose also is a co-founder of the Colorado Springs Fine Arts Center.

At the turn of the century, inspired by a trip to the summit of Pikes Peak, Katharine Lee Bates penned what has become our country’s most famous poem and song, “America the Beautiful.”

In the 1940s, the U.S. Army opened Camp Carson, marking the beginning of what is now a strong military presence in this region. In 1954, the Air Force broke ground for the United States Air Force Academy to continue this military tradition. Today, Colorado Springs is home to major military installations including Fort Carson, Peterson Air Force Base, the U.S. Space Command, NORAD (North American Aerospace Defense Command), Shriever Air Force Base and the United States Air Force Academy. Source: Experience Colorado Springs at Pikes Peak

Demographics and population

The region has experienced significant population growth in the past decade, with El Paso County growing by 17 percent to its current population of about 605,000, and Teller Country growing a more modest 5.5 percent to its current population of roughly 22,000. By 2020, it is estimated that another nearly 110,000
people will call the Pikes Peak region home, bringing the total population of El Paso County to 701,193 and Teller County to 31,038.

The Pikes Peak region mirrors the nation in terms of increasing racial and ethnic diversity of its population. 2009 estimates by race and ethnicity for El Paso County are: white non-Hispanic, 73 percent; Hispanic, 14 percent; African American, 7 percent; Asian, 3 percent; American Indian or Alaska Native, 1 percent; and 3 percent claiming two or more races. Ethnic minority populations are higher in the southeast corner of the region, the same area that includes Fort Carson and District 2 and 8 schools. In 2009, Teller County’s population was about 90 percent white, non-Hispanic, 5 percent Hispanic and 5 percent other races.

The region is highly educated, with nearly one-third of El Paso and Teller county adults possessing a bachelor’s degree or advanced degrees. The median household income in 2008 was $59,061, yet about 11 percent of residents live at or below poverty level. In Teller, the median household income is $58,457 and 7 percent residents live at or below poverty level.

**Industry and economy**

The economy of the Pikes Peak region relies heavily on four major military installations as well as the aerospace, electronics and tourism industries. The military employs one-fifth of the workforce in Colorado Springs, with Fort Carson employing 15,000 people alone. Other military installations include the U.S. Air Force Academy, Peterson Air Force Base and the North American Air Defense Command.

The top 10 non-government employers in El Paso County in 2009 were: Memorial Health System, Penrose-St. Francis Health Services, Lockheed Martin, The Broadmoor hotel, Hewlett Packard, Progressive Insurance Company, Verizon Business, Atmel Corporation, ITT Industries and USAA.

Operation 6035, a plan charting the future of economic development in the region, identified five target areas of opportunity for the region to grow primary jobs: software and information technology; renewable energy; aerospace/defense/homeland security; emerging industries/entrepreneurs; and sports, health and wellness. The plan also cited the region’s rapid loss of the young professional demographic (25-44) and the need to reverse this trend.

**Creative industries**

The creative industries comprise businesses that range from nonprofit museums, symphonies and theaters to for-profit film, architecture, and advertising companies. Nationally, there are 668,267 businesses involved in the creation or distribution of the arts. According to Americans for the Arts, creative industries nationally employ 2.9 million people, representing 4.05 percent of all businesses and 2.18 percent of all employees, respectively. As of January 2010, Colorado is home to 15,509 arts-related businesses that employ 58,003 people.

In 2010, Colorado Creative Industries, a state agency, conducted a study that determined Colorado ranks fifth in the nation in per capita concentration of artists, including architects, designers, writers and authors, photographers, producers, directors and musicians. The study used a broader definition of creative industries to include both conventional artistic fields such as design, film, literature and the visual and performing arts, in addition to new media technologies, outdoor clothing and equipment design, green products and craft food.
Moving forward

This cultural plan for the Pikes Peak region will live on as a community resource for continued growth, sustainability and relevancy of the cultural sector into 2020, at which time the plan will be updated.

The timeline for implementation is provided on Page 9. The plan will be stewarded by artists, arts professionals and volunteers in the region. Each of the five Goal Areas will be monitored by a Goal Area Task Force, made up of volunteers whose responsibility it is to monitor action steps and create momentum for action steps that are not already under way. These task forces will meet a minimum of twice per year and provide a very brief written status update to the Cultural Plan Team. In the fall of each year beginning in 2011, COPPeR will convene a public all-hands meeting of all goal task forces to share knowledge, review progress to date and determine steps for moving forward.

Many of the action steps in this plan already are under way or in various stages of progress. The primary job of the Goal Area Task Forces is to ensure that the wheels are in motion on all action steps and that no step is neglected or ignored. In brief, the task forces monitor:

- Action steps needing initiative, leadership
- Progress on action steps to date
- Opportunities for integration with other goals or other community efforts
- Readjustment of timelines, as needed

Using this plan as a tool for you or your organization

There is a place in this plan for every artist, arts organization, arts patron, interested citizen, school, neighborhood – everyone! In particular, here are some ways you or your organization can use this plan:

- Share the plan with staff, board and volunteers of your organization and use it to lead a larger discussion about how your organization serves the needs of the community at large and the arts community in particular.
- Use the plan as a starting point for your organization’s next strategic plan, and/or planning your next year of programming.
- Remember that this plan is the result of input from thousands of citizens. As such, when your organization undertakes efforts that align with this plan, it is beneficial to cite the plan as additional “endorsement” for your efforts. This can be beneficial in fundraising and other ways.

Get involved today

Volunteers are needed for the five Goal Area Task Forces. Time commitments are a minimum of two task force meetings and one all-hands meeting per year. To sign up, go to www.coppercolo.org/culturalplan. COPPeR staff also can help connect interested citizens to specific initiatives in this plan; if you are interested in one or more specific action step, contact info@coppercolo.org.
ACKNOWLEDGMENTS

This plan was produced in part through support from Inasmuch Foundation, Bee Vradenburg Foundation and the Colorado College Public Interest Fellowship Program.


APPENDIX A: Participants

The Cultural planning process included numerous participants throughout the Pikes Peak region. We thank them for their time and creativity.

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<th>Cultural Plan Team:</th>
<th>Janine Alfano Musholt</th>
<th>Jan Martin</th>
<th>Dave Talbot</th>
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Steering Committee: Warren Epstein, Beth Fox-Kret, Bobbi Hunt, Amanda Mountain, Becci Ruder, Susan Saksa, Dee Vazquez
Arts Summit participants:
Cynthia Aki
Angela Ann Cesario
Karen Brown
Sheryl Cline
Sherry Fairchild
Douglas Marts
LeRad Nilles

Dream City Arts and Culture Vision Council:
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Angela Ann Cesario
Karen Brown
Sheryl Cline
Sherry Fairchild
Douglas Marts
LeRad Nilles

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Craig Richardson
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Eve Tilley
Cassandra Thomas
Deborah Thornton
Mark Tremmel

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Derry Hirsch
Ralph Holloway
Beth Kosley
Hillevi Peterson-Hirsch
Debbie Pinello
Bettina Swigger
Andy Barton
Janell Brown
Beth Fox-Kret
TJ Kittelson
Augie Mendoza
Dave Talbot
Liz Szabo
Audrey Grey
Todd Liming
Donna Wagner
Janet Sellars
Jim Wilson
Tommie Plank
Mary Kay Burnett
Lara Holman Garritano

Arts Summit Panel
APPENDIX B: PLANNING AND IMPLEMENTATION TIMELINE

April 2008
Colorado Springs selected to participate in the Collaborative Community Planning Process through Arts for Colorado.

May-December 2008
Research conducted on other cultural plans; collaborations sought with similar community partners.

June 2008
Cultural Plan Team attends the National Performing Arts Convention in Denver.

July 2008
Preparations begin for Arts Summit: Imagination and Innovation.

September 2008
Online Arts Community Needs Assessment Survey goes live.

October 2008
Arts Summit: Imagination and Innovation convened.

October 2008 through May 2010
Cultural Plan Team conducts interviews and focus groups. Presentations made to civic organizations.

May-June 2010
Individual interviews with stakeholders.

June-August 2010
Colorado College Public Interest fellow assists with interviews and writing of plan.

September 2010
Plan publicly released.
NOTE

This plan is produced by COPPeR, the Cultural Office of the Pikes Peak Region, a 501(c)3 nonprofit organization serving El Paso and Teller counties. COPPeR’s mission is to connect residents and visitors with arts and culture to enrich the Pikes Peak region.

Learn more about COPPeR at www.coppercolo.org

Additional copies of this plan may be downloaded at www.coppercolo.org/culturalplan.