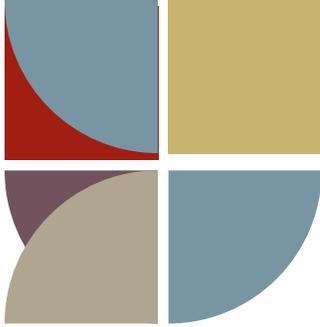


# Cultural Office of the Pikes Peak Region

Five Year Strategic Plan 2016-2020

**COPPR**  
CULTURAL OFFICE  
OF THE PIKES PEAK REGION



## Introduction

The Cultural Office of the Pikes Peak Region (COPPeR) is pleased to share our newest strategic plan, which will guide our organizational efforts through the year 2020. Developed in cooperation with Rader Consulting LLC, and formulated with valuable input from a diverse group of community stakeholders throughout our service area, this plan clearly articulates COPPeR's vision and goals for building "a thriving community united by creativity." In addition to stating our four strategic goals and their associated strategies, the plan highlights our overarching five-year priorities, and establishes important "boundaries" that will help to remind the COPPeR Board and staff what we should *not* be doing over the next five years. Lastly, this document also summarizes some of the key findings from the grass-roots research that was used to develop the substance of this strategic plan. All in all, we hope you'll agree that this new strategic plan is a powerful tool that will help COPPeR to continue its important work in our community. Thank you for your continued enthusiasm and support for arts & culture here in the Pikes Peak region, and please know that we are always available should you have any questions, comments, or suggestions.

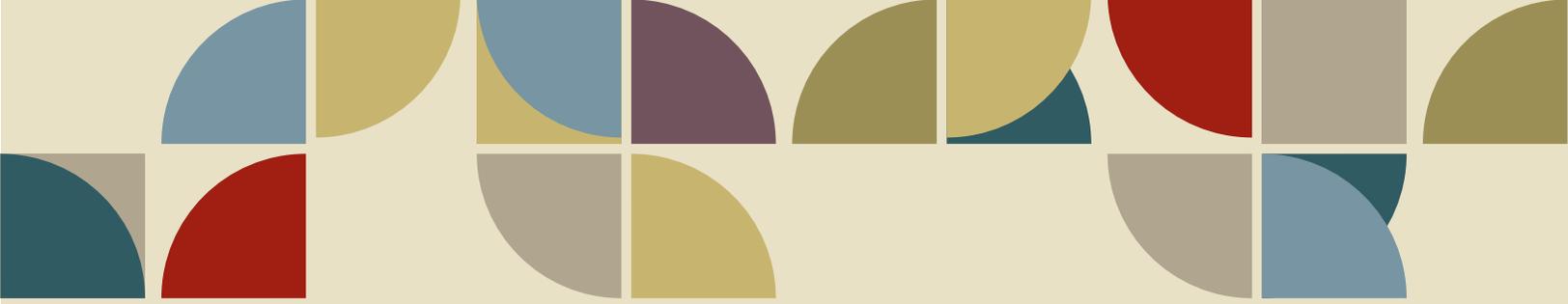


Andy Vick  
Executive Director



Herman Tiemens  
Board President  
2015 - 2016





# Vision

A thriving community united by creativity.

# Mission

Connecting residents and visitors with arts & culture to enrich the Pikes Peak region.

*"COPPeR represents a single, powerful voice among the thousands of arts & cultural treasures, creative industries and artists of our region. For nearly 10 years, the organization has been advancing the creative movement locally and connecting visitors and residents to our rich cultural landscape. COPPeR plays a critical role in bringing color to the region and elevating the impact that arts & culture have on our lives."*

- Susan Edmondson  
Downtown Partnership CEO

## Culture Office of the Pikes Peak Region 2015 Board of Directors

Herman Tiemens, *Chair*  
Amy Triandiflou, *Vice Chair*  
Brenda Speer, *Treasurer*  
Sally Hybl, *Secretary*

Gary Bain  
Andrea Barker  
Al Buettner  
Randy Doersch  
Lara Garritano

Andrew Hershberger  
Christine Lowenberg  
Deborah Mahan  
Martha Marzolf  
Deb Muehleisen

Nathan Newbrough  
Allie Romo  
David Siegel

## The COPPeR Guild

The COPPeR Guild is a group of arts patrons and community advocates from across the Pikes Peak region, who believe that a vibrant and dynamic creative sector requires the strong, effective and trusted leadership provided by a local arts agency like COPPeR.

Gary and Kelly Bain  
Brian Blankenship and Victoria Selfridge  
Al and Leigh Buettner  
Susie Burghart and Rich Tosches  
Judy Casey  
Ben and Kate Faricy  
Sam and Kathy Guadagnoli

Kyle and Sally Hybl  
Phil and Meg Kendall  
Kevin and Jamie Kratt  
Phil and Anita Lane  
Kathy Loo and Jim Raughton  
Christine Lowenberg  
Mike and Robin McGrath

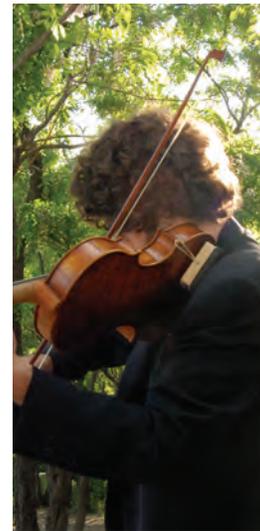
Edward and Mary Osborne  
Brenda Speer and Greg Ward  
Herman and Tang-Lin Tiemens  
Jean Tiemens and Herb Comet  
Lois Vick  
Josh and Melissa Waymire  
Welkin Sciences, LLC

*Guild Membership as of 12.31.15*



## Cultural Office of the Pikes Peak Region: Customers

- Residents of the Pikes Peak region
  - Artists
  - Arts organizations
  - Arts patrons
  - Creative businesses
  - Cultural audiences
- Visitors to the Pikes Peak region



## Cultural Office of the Pikes Peak Region: Partners

- Artists
- Arts organizations
- Businesses
- Civic leaders
- Colleges/universities
- Colorado Springs Convention & Visitors Bureau (CVB) and other tourism offices
- Colorado Springs Regional Business Alliance (RBA) and other chambers of commerce
- Community/cultural attractions & organizations
- Cultural venues
- Elected officials
- Funders
- K-12 education
- Media





# Goals

1. *Cultivate* robust **participation** in arts & cultural experiences throughout the Pikes Peak region
2. *Advocate* for **investment** in the region's cultural vitality
3. *Leverage* arts & cultural assets to help **brand** our community as an innovative and vibrant destination
4. *Foster* **collaboration** and cross-sector partnerships



## Goal 1. Cultivate robust participation in arts & cultural experiences throughout the Pikes Peak region

### Strategies

- PeakRadar
  - Website/social media
  - Peak Radar Pages
  - Peak Radar Guides: Galleries, Summer Concerts, Theatre, etc.
  - Peak Radar Lodging Picks
  - Peak Radar support line
- Summer arts outreach booth
- Office & Arts Information Space
- Arts Month
- Public presentations and engaged community presence



## Goal 2. Advocate for investment in the region's cultural vitality

### Strategies

- Ensure COPPeR's sustainability
  - Increase individual giving
  - Grow public sector funding
  - Grow corporate support
  - Grow foundation support
  - Increase & diversify earned revenue



- Implement a successful annual appeal campaign
- Launch & Grow *The COPPeR Guild*
- Prepare the Arts & Economic Prosperity Report
- Advocate for public sector funding for arts & culture
- Be present and engaged with the business and political communities to encourage investment in the creative sector

## **Goal 3. Leverage arts & cultural assets to help brand our community as an innovative and vibrant destination**

### **Strategies**

- Capitalize on high visibility opportunities to leverage the regional brand
- Promote local successes in the creative community
- Build closer communications with partners to identify and promote partner assets and encourage collaboration
- Tie arts & culture with other sectors working to elevate the regional brand
- Identify creative ways to weave arts & culture into the fabric of our community

## **Goal 4. Foster collaboration and cross-sector partnerships**

### **Strategies**

- Create MOUs with other organizations to provide content for PeakRadar.com and to promote the website to their constituencies
- Promote a collaborative environment amongst arts & cultural organizations and across artistic disciplines
- Convene & facilitate on behalf of arts & cultural interests
- Identify sectors to engage, e.g., health & wellness, tourism, military, sports, workforce development
- COPPeR Board & staff members maintain active presence in community
  - Serve on key organizational boards & committees
  - Participate in the arts
  - Volunteer in the arts
- Encourage arts enthusiasts and leaders to serve on key boards & committees



# Five-Year Priorities

- Continue to invest in Peak Radar and Arts Month
- Steward a public sector funding mechanism that supports the broader arts & cultural community
- Cultivate an engaged individual and corporate giving community in support of COPPeR's financial sustainability
- Foster strategic partnerships for philanthropic giving and support of arts & culture
- Support & find creative ways to infuse the community's brand with arts & culture



## Boundaries

- Don't directly fund artists and arts organizations
- Don't build bricks & mortar projects
- Don't produce artistic programming
- Don't provide artist training
- Don't do critical review





# Stakeholder Research Highlights

COPPeR engaged Rader Consulting, LLC, a local firm, to conduct research with arts enthusiasts to inform its strategic planning process. The research included:

- Two focus groups in June 2015
- An online survey in July 2015, with more than 600 people responding
- Three town hall style meetings in August 2015 with “Arts Partners” at the Tri-Lakes Center for the Arts, Cottonwood Center for the Arts, and the Manitou Art Center

## Key Findings

### Focus Groups

Participants voiced their opinions and suggestions about what they believe COPPeR should do to enhance arts & culture in the Pikes Peak region. Major themes included:

- Continue to build collaborative partnerships, and be a connector and facilitator with key organizations and individuals
- Inspire community pride, investment and participation
- Increase promotion of arts events and activities
- Encourage arts education
- Include everyone in arts activities and offer arts everywhere in the region
- Enhance COPPeR/Peak Radar branding

### Online Survey

Survey respondents weighed-in on various aspects of the arts & cultural scene and COPPeR’s roles. Major themes included:

- 95% of survey respondents believe it is highly important that COPPeR promote the local arts & cultural scene
- Most (8.9 on a 0-10 pt. scale) agree arts & culture are important to the local economy (77% say COPPeR should help measure economic impact)
- 84% believe COPPeR should advocate for arts & culture to business and political communities



- 84% believe COPPeR should cultivate collaboration in the arts & cultural community
- 83% believe COPPeR should collaborate on visitor promotion with the CVB
- 82% believe COPPeR should build cross-sector partnerships
- 79% say it is very or extremely important that the Pikes Peak region has a centralized source of arts & culture information like PeakRadar.com
- 90% say that it is very or extremely important to have arts & cultural local media coverage
- Word of mouth (72%) is identified as the most important source for arts & cultural information, followed by local print media (65%), communication from other arts & cultural organizations (57%), social media (53%) and local radio (43%)

## Arts Partners Meetings

Artists and other individuals affiliated with the creative industry gathered in three communities to discuss what is important to them and to tell COPPeR how it might assist their efforts. Major themes included:

- Grow brand awareness for COPPeR & PeakRadar.com
- Continue to promote the local arts & culture scene
- Continue to provide centralized arts information
- Enhance technology
  - Website
  - Social media
- Continue advocacy for arts & culture
- Continue to connect & coordinate organizations and individuals
- Encourage artist development



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