

# 2014-2019 BRECKENRIDGE ARTS DISTRICT A REPORT TO THE COMMUNITY



Breckenridge  
Creative Arts  
[breckcreate.org](http://breckcreate.org)





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# OVERVIEW

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**Since its opening in 2014, the Breckenridge Arts District has served as a hub for creative experience, uniting studios, galleries, performance spaces, historic landmarks, public art, cafes, restaurants and creative businesses into a vibrant cultural corridor in downtown Breckenridge.**

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Its core attraction is a lively arts campus of renovated historic structures that serve a variety of functions—from state-of-the-art studios hosting a robust schedule of fine art and mountain craft classes, to affordable workspace rentals by local artists, and live/work spaces for visiting resident artists. Outdoors, the campus is an exhibition space for permanent and temporary public artworks; and its central plaza serves as an intimate gathering place for creative events. On the side of campus fronting Main Street, Gallery@OMH in Old Masonic Hall draws in locals and visitors with a regular schedule of open hours, an admission-free series of contemporary art exhibitions, experimental music showcases and art-infused social gatherings.

The Town of Breckenridge began planning its arts district more than a decade ago. After an inspiring field trip to Anderson Ranch Arts Center in Snowmass Village in 2001, Breckenridge Town Council saw the potential of preserving and repurposing historic homes, barns and shops for artist studios and creative spaces. The Town also recognized that a thriving arts district would provide an additional layer of activity for

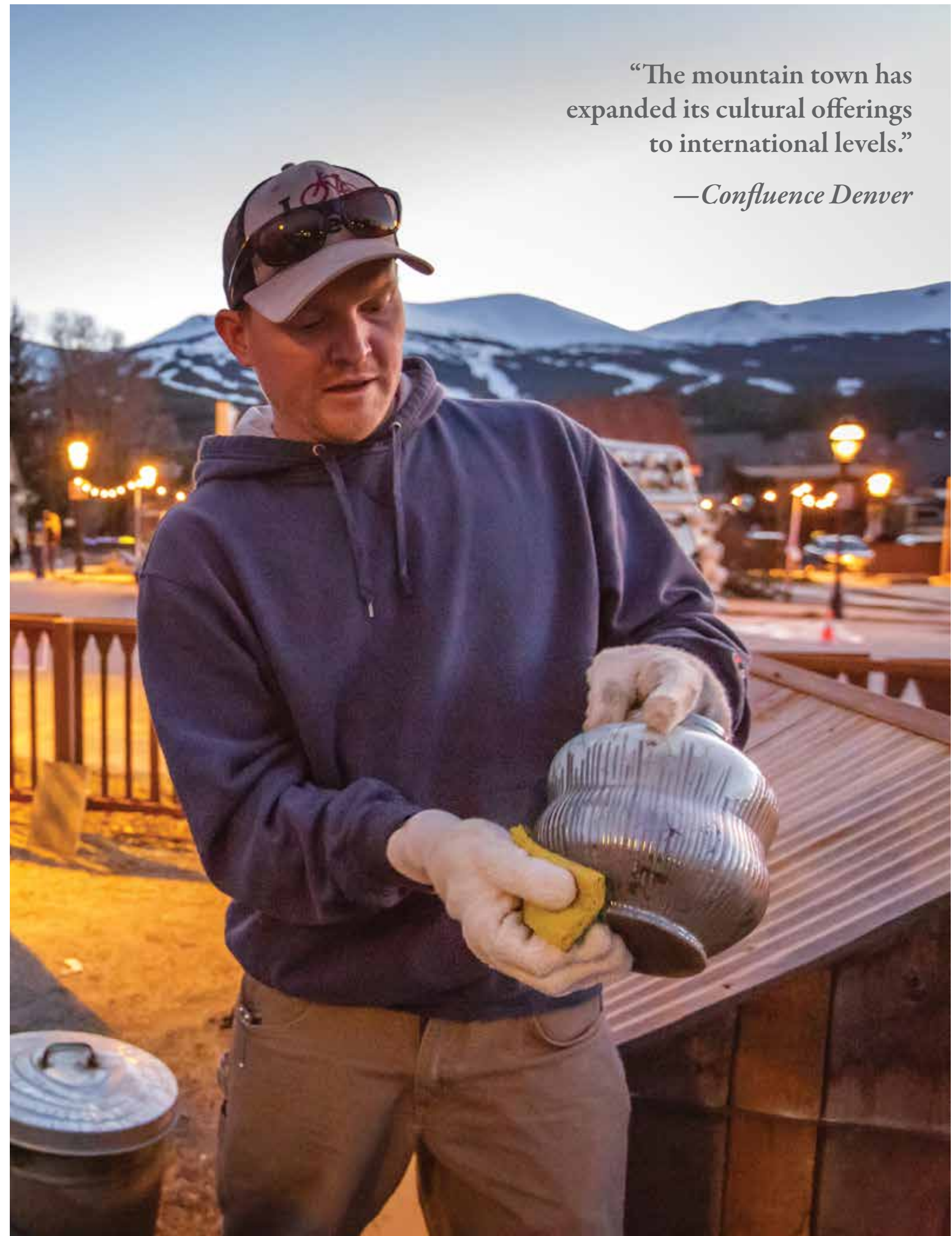
visitors and residents through creative experiences that would reflect and celebrate Breckenridge's culture.

Since its opening, the Breckenridge Arts District has hosted tens of thousands of guests through its various creative programs. It is often cited as one of the top amenities in Breckenridge. Named a Certified Creative District in the Colorado Creative Industries program in 2016, it receives financial and marketing support from the State of Colorado, which regularly cites Breckenridge as an example for other Creative Districts to follow. Innovative festivals including WAVE: Light + Water + Sound, Breckenridge International Festival of Arts (BIFA), Street Arts Festival and Día de los Muertos animate the campus, drawing visitors from near and far.

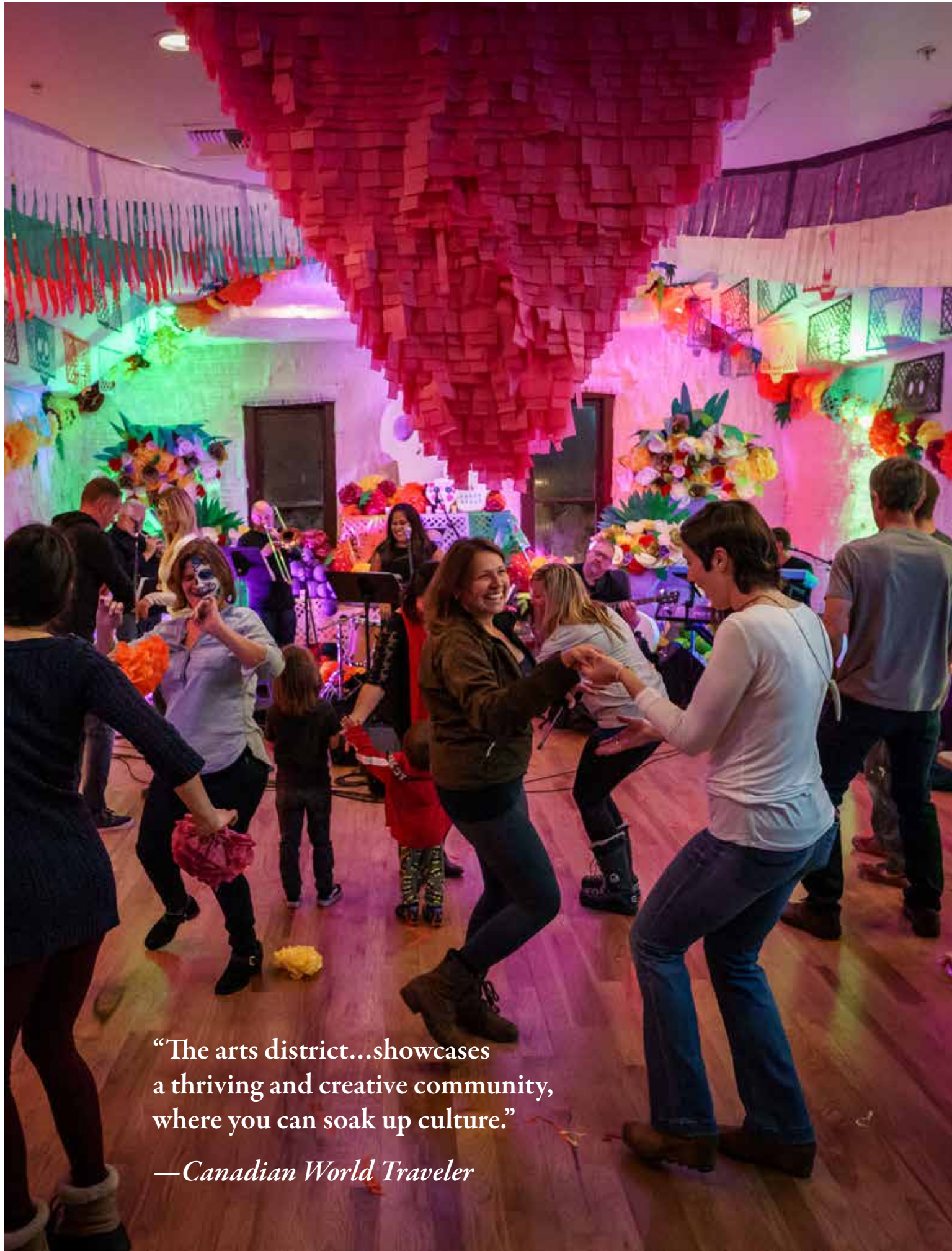
These successes contributed to Breckenridge being ranked the number one small community on the Arts Vibrancy Index from the National Center for Arts Research in 2017—a prestigious designation which grew the Town's national and international reputation as a center for creative tourism, and as a creative entrepreneur for other towns to emulate.

“The mountain town has expanded its cultural offerings to international levels.”

—*Confluence Denver*







“The arts district...showcases  
a thriving and creative community,  
where you can soak up culture.”

—*Canadian World Traveler*

## PROGRESS 2017–2019

Even with so many early successes, however, the Breckenridge Arts District is still young, and the process of self-assessment and strategic planning is ongoing. In 2017, BCA launched a portfolio of assessment measures that gather data and community feedback to inform strategic decision-making about the district’s programming and operations, with the goals of optimizing the Town’s creative arts assets; attracting visitors to Breckenridge; and building community participation and ownership in the creative arts experience.

BCA is proud to report major progress toward these goals in recent years. Our new exhibition series, reimagined for Gallery@OMH and other public gallery spaces in 2017, exposes Breckenridge audiences to the latest in contemporary art from world-renowned and emerging local artists. Our re-envisioned artist-in-residency program attracted 161 applicants from around the world in 2018. Educational programs including field trips, summer camps, student-curated K-12 exhibitions, and educator professional development provide a wealth of creative opportunities for local students and teachers. In 2019, we launched a programming shift in arts district classes, based on community feedback and audience evaluation, to include more workshops on contemporary mountain crafts like woodworking and welding. We also introduced several new series designed to spark social interaction, including Date Night and Sonic Lodge. Already, we are seeing higher participation levels on

campus. In 2019, we renew our emphasis on community engagement in the WAVE and BIFA festivals with an expanded slate of free workshops and family activities on the Arts District campus, participatory activities like our LightCycles community bike ride, and Illuminate Local, which uses a display of glowing luminaries to draw guests into local businesses.

The Breckenridge Arts District is in the midst of a renaissance, spurred by a slate of improvements based on a careful evaluation of creative trends, the tourism landscape and community interests. We look forward to working together to build upon the Town’s investment and the progress that has already been made, to ensure the Arts District reaches its pinnacle as a well-used community resource that is a hub of activity and a source of pride to all who live in and visit Breckenridge.



# QUANTITATIVE SNAPSHOT 2015 VS. 2019

## ARTS DISTRICT USAGE, VOLUME + REVENUE

	Q1 2015	Q1 2018	Q1 2019	% INCREASE SINCE 2015	% INCREASE SINCE 2018
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### ARTS DISTRICT CAMPUS

# of Classes/Open Studios	79	195	337	327%	73%
Attendance	1,275	2,239	2,758	116%	23%
Class/Open Studio Revenue	\$5,581	\$11,011	\$15,509	178%	41%
Membership Revenue	\$0	\$935	\$1,535	N/A	64%

### BRECK CREATIVE ARTS

Registration & Ticketing Service Fees	\$4,177	\$9,645	\$8,2597	98%	-14%
Facility Rental Revenue	\$12,741	\$24,072	\$36,468	186%	51%
Third Party Grant Funding	0	\$40,000	\$105,000	N/A	163%
Website Users	7,651	20,151	22,979	163%	14%
Website Unique Page Views	23,446	53,129	53,921	127%	2%

DATA SOURCE:

\* Includes #s from 2015 utilization report; including average of 20 open studios per month (based on 2015 catalog listings)

\* Includes #s from 2018 utilization report; including actual monthly class totals + average monthly exhibitions attendance of 482 (5,780/year)

\* Includes #s from 2019 utilization report; including actual monthly class totals + actual exhibition attendance

\* Includes #s from monthly financial statements

\* Includes YTD third-party grants awarded to BCA (local, state & federal; not including TOB)

\* From Google Analytics



“The town of Breckenridge doesn’t take its designation as a Colorado Creative Industries-certified arts district lightly, thanks to the efforts of BreckCreate, a high-energy, nonprofit arts-programming machine that produces world-class, multidisciplinary happenings that keep Breck buzzing during the summer season.”

—Westword



“Breck’s art district was ranked in the top spot on the 2017 Arts Vibrancy Index for small communities, meaning there are plenty of theater performances, art galleries, or crafting workshops to be found on these small streets.”  
—*Men’s Journal*



## AIMS + ACTIONS

To address the various challenges identified since the Breckenridge Arts District opened its doors in 2014, BCA staff formulated a series of operational and programmatic objectives. We began taking steps to achieve these objectives in 2017, following BCA’s institutional reorganization. The process of self-evaluation and reflection, identification of objectives, and implementation of actions to achieve those objectives is ongoing today.

### PLACE

#### **AIM: Use ADC facilities to enhance efficiency, effectiveness, and relevance**

ACTION: Re-envisioned various facilities on campus to create more appealing and creative programming (e.g., converting Fuqua from a painting studio into a woodworking shop).

#### **AIM: Improve OMH configuration to facilitate exhibition of art and reduce change-over work between exhibitions**

ACTION: Implemented minor renovations and cosmetic upgrades to the interior physical space of OMH making it possible to accommodate a wider range of artists and exhibitions. We also scheduled exhibitions for a longer viewing period, resulting in less time installing and de-installing. The public now has an extended window of time to visit featured artwork in the gallery.

### PROGRAM

#### **AIM: Use a regular schedule and staffing to make the Arts District campus a more welcoming place**

ACTION: Established regular public hours at Gallery@OMH, staffed by BCA studio assistants. The gallery is now open 6 days/week, making Old Masonic Hall a hub for campus activity. BCA also now consistently programs 12/week core class workshops, 6/week open studios, 4/week + 1/month free youth programs, and 3 special event series. We instituted a “no cancellation policy” for all campus classes and open studios so that classes run and instructors get paid regardless of the number of participants registered for classes.





**AIM: Make classes and workshops more affordable, accessible, and understandable**

ACTION: Reduced pricing as much as possible, so that BCA is now covering programmatic costs at 50% class capacity. We simplified medium-specific program titles, and emphasized beginner classes over those requiring a higher skill level, to increase accessibility and appeal to locals and tourists.

**AIM: Improve efficiency of class registration process**

ACTION: Implemented policy that all class participants must register/check in at Old Masonic Hall prior to class. BCA's studio assistants now double as class registrars and gallery attendants.

**AIM: Expand private classes, field trip opportunities, and outreach to Summit High School and local teens**

ACTION: Developed new engagement opportunities in 2018 including 13 field trips with 458 students. In 2018 we hosted 7 private classes with a revenue of \$2,350. We also hosted 2 student-curated exhibitions with the help of BCA's Junior Executive Art Panel (JEAP), a program run through Summit High School.

**AIM: Collect data on participant information, attendance numbers, etc.**

ACTION: Implemented consistent data collection including end-of-class patron evaluations, quarterly electronic surveys, patron registration and tracking through AudienceView ticketing software, and monthly facilities usage reports based on real numbers

**AIM: Increase attendance and diversity of participants at gallery exhibitions and campus classes**

ACTION: Shifted programming to attract class attendees as 50% locals, 50% visitors. Programming now appeals to a wider age and cultural demographic. Greater attendance is already evidenced (i.e. achieved 50% attendance in classes, 14,000+ visitors through OMH in 2018).



**AIM: Increase the profile and relevance of the Artist-in-Residence program**

ACTION: Re-imagined the entire program to have more place-based relevancy. In 2019, BCA is hosting 10-14 Visiting and Exhibiting Artists-in-Residence (AIR). We program 1 weekly AIR workshop/lecture/activity, and we facilitate a community engagement project for Visiting AIRs. General public is invited to "entertain an artist" throughout the year.

**AIM: Expand the scope and diversity of exhibiting and resident artists at the Arts District**

ACTION: Attracted much higher profile artists by offering fees and honorariums consistent with industry standards. Curated 6 major exhibitions at Old Masonic Hall featuring 12 international, regional, and local artists.

## PEOPLE

**AIM: Reduce turnover rate among part-time staff**

ACTION: Hired multiple part-time staff members, who receive consistent schedules at a competitive hourly rate

**AIM: Standardize screening process and credential expectations for interested instructors**

ACTION: Introduced a rolling online instructor application requiring cover letter, resume, and interview. Also instituted classroom observations for all ADC instructors to guide teacher improvement, and we now provide quarterly summaries of student evaluations.

**AIM: Increase instructor retention and support for local artists, while reducing travel costs required by visiting instructors**

ACTION: Committed to recruiting and retaining instructors who live in Summit County. An improved culture and sense of community is fostered on ADC by hosting monthly happy hours and seasonal feedback sessions for instructors. We also created opportunities for local artists to exhibit their work in an annual BCA instructor exhibition.

# WHERE WE ARE TODAY

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- **BCA has created a sustained, vibrant creative community on the Arts District campus.**
  - **The depth, quality, and relevance of campus programming has been elevated, evidenced by 50% consistent attendance rate and customer feedback.**
  - **Over the past 18 months, we have seen major improvements in attendance, revenue, diversity, accessibility, media coverage, community engagement initiatives, efficiency, and art world prestige.**
- 

As a center for contemporary culture, BCA brings the best art from around the world to Breckenridge audiences through exhibitions that animate indoor and outdoor spaces on the Arts District campus. As a center for community and exchange, we utilize our visiting artist program as a driver to foment ideas and amplify voices, encouraging reciprocity and inspiring innovation on local, regional, and global scales. As a center for business and commerce, we embrace creative practice—both within and surrounding the Arts District—as a way to promote place identity, drive tourism, enhance community livability, invigorate the entrepreneurial ecosystem, and ultimately serve as a model for economic development.

Ultimately, with the Breckenridge Arts District at our physical and ideological core, BCA celebrates the human experience. By providing a forum for a wide range of artistic voices and perspectives, as well as space to collaborate and create, we provide our residents and guests with a unique opportunity to celebrate our humanity through shared, real-time experiences—connecting us to the greater world, to our inner artist, and above all, to one another.



**“Year-round,  
the BreckCreate  
arts district’s  
historic buildings  
hold dozens  
of studios offering  
ceramics and  
glass-blowing classes  
to 3D printing workshops.”**

**—*San Francisco Chronicle***



## 2018-2019 COMMUNITY ENGAGEMENT + PROGRAM PARTNERSHIPS

**Blue River Watershed Group**  
Ecoventions

**Breckenridge Film Festival**  
WAVE, Bike-In Movie Night,  
BIFA, DDLM

**Breckenridge Heritage Alliance**  
Street Arts: Patriotic!,  
Laura Shill: Inedible Feast,  
Gallery@OMH; Masons exhibition,  
Gallery@OMH; AIR

**Breckenridge Music**  
BIFA, Pop Music Partnership@RWC

**Breckenridge  
Recreation Department**  
BIFA, Ecoventions

**Breckenridge  
Restaurant Association**  
AIR

**Breckenridge Tourism Office**  
Bike-In Movie Night

**Building Hope**  
BALANCE,  
Woven Spaces  
(community mental health initiative)

**Colorado Mountain College**  
Ecoventions

**Continental Divide Land Trust**  
Ecoventions

**Epic Promise**  
Ecoventions, DDLM, AIR

**High Country Conservation Center**  
Ecoventions, AIR

**Keystone Science School**  
WAVE and BIFA workshops,  
Ecoventions

**Mind Springs Health**  
Woven Spaces  
(community mental health initiative)

**National Repertory Orchestra**  
WAVE,  
Summer Pop-up Concert Series

**Open Space & Trails**  
BIFA and Ecoventions

**Park County RE2 Schools**  
Woven Spaces  
(community mental health initiative)

**Summit Public Schools**  
ADC activities, Woven Spaces  
(community mental health initiative)

**Sustainable Breck**  
Ecoventions

**The Summit Foundation**  
Justin Favela: Ofrenda,  
Gallery@OMH; DDLM

**Wildlands Restoration Volunteers**  
Ecoventions

## 2019 PROGRAMMING PRIORITIES TYPE + FREQUENCY + COST

**ADC  
Classes**



Open 305 days/year,  
62 hours/week,  
2,701 hours/year

Investment:  
\$137,390

**ADC  
Exhibitions**



Open 305 days/year,  
62 hours/week,  
2,701 hours/year

Investment:  
\$37,500

**ADC  
Artists-in-  
Residence**



Activated  
347 days/year

Investment:  
\$18,500

**WAVE: Light +  
Water + Sound**



Presented  
4 days/year

Investment:  
\$230,017

**Breckenridge  
Int'l Festival  
of Arts**



Presented  
10 days/year

Investment:  
\$285,130

**Street Arts  
Festival**



Presented  
1 day/year

Investment:  
\$11,580

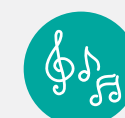
**Día de los  
Muertos**



Presented  
3 days/year

Investment:  
\$12,790

**Town Party  
+ July Fourth  
Celebration**



Presented  
2 days/year

Investment:  
\$11,200

\*Investment figures represent the direct program expense (e.g., instructor and artist fees, artist-in-residence stipends, materials and marketing costs) and do not include administrative overhead.





“The Breckenridge Arts District is a hub of mountain inspired creativity”  
—*Casual Travelist*

## EXHIBITION STATS\*

- 7.5% Visitors living abroad
- 25% Visitors aged 18-24
- 30% Visitors aged 24-34
- 25% Hispanic/Latino visitors
- 7.5% Black/African American visitors

\*From 80 respondents, Jan 2019-present (onsite survey)

## CLASS STATS\*

- 4% Participants living abroad
- 6% Participants ages 18-24
- 22% Participants aged 25-34
- 13% Participants who came to Breckenridge specifically to take a class
- 46% Participants consider the Breckenridge arts and culture scene “much better” than other resort communities
- 56% Participants consider Breckenridge a creative destination with a vibrant arts, culture and entertainment scene
- 37% Participants said that arts and culture are “extremely” influential in their decision to visit resort communities
- 40% Participants said the arts and culture scene in Breckenridge has been “extremely” or “very” impactful on the community

\*From 127 respondents, Jan-Dec 2018 (ADC annual Survey Monkey)



## 2018 FACILITIES USAGE REPORT STATS\*



**\$48,144**

Total class revenue



**5,780**

Total exhibition attendees



**3,283**

Total class participants



**670**

Total registrable classes\*

\*Does not include special events on campus, festivals or cultural happenings at the Speakeasy Theater, Breckenridge Theater or Riverwalk Center.

## 2018 ARTISTS- IN-RESIDENCE

**15**

Total guest  
artists on  
campus

## 2018 AVERAGE VENUE CAPACITY SOLD

<b>64%</b>	Ceramic Studio
<b>58%</b>	Fuqua Livery Stable
<b>69%</b>	Hot Shop
<b>55%</b>	Quandary Antiques Cabin
<b>44%</b>	Randall Barn
<b>100%</b>	Robert Whyte House
<b>58%</b>	Tin Shop
<b>38%</b>	Old Masonic Hall

## YOUTH PROGRAM PARTICIPANT COMMENTS

**My Kiddo LOVES coming here!**

She looks forward to this hour with her friends.

**Paige always has fun, silly, different projects every time!**

We look forward to coming.

**My son looks forward to coming every week.**

Paige is wonderful with him!

**Super fun evening.**

This class has made me remember how fun art is  
and make me want to continue to create.

**First time and it was so fun for my daughter!**

We will be back again. Thank you!

## YOUTH PROGRAM RATINGS\*

**97%**

Overall  
Content

**RATED 5/5**



**96%**

Instructor  
Teaching Style

**RATED 5/5**



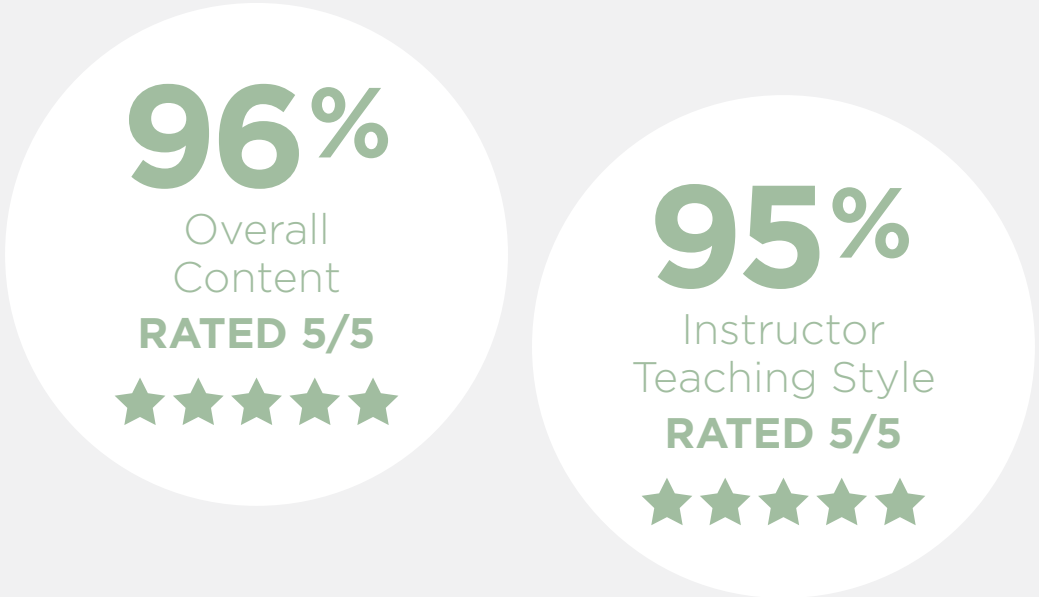
\* From 248 respondents, Jan 2018 to present



“...the art scene  
in Breckenridge  
can’t be missed.”  
—*PopSugar*



CLASS RATINGS\*



\* From 617 respondents, Jan-Dec 2018 (end of class patron evaluations)

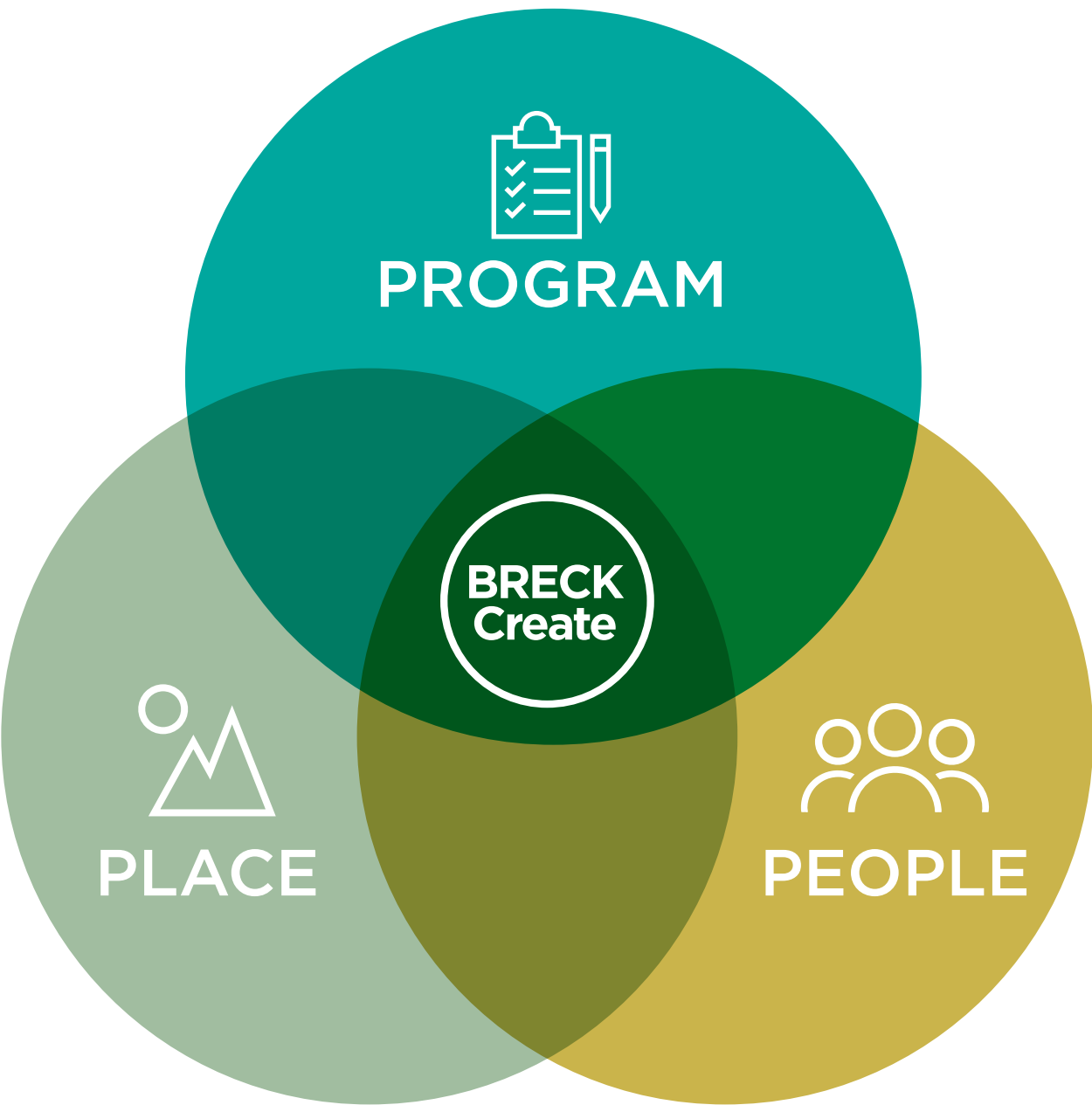
CORE CLASSES PARTICIPANT  
COMMENTS

- Workshop: 5+ Instructor: 5+++**  
Kerri Anne was awesome to work with and a total blast! Thank you!
- Awesome class!**  
Will tell people to come and experience this! Thanks!  
Fun + creative :)
- Workshop was excellent! Fabulous teacher!**  
Jared was so patient and so good at explaining things.  
He was great! Loved it! Thanks! :)
- Great:** Thanks for instructing beginners! Very enjoyable.
- Please don’t stop doing what you’re doing!**  
And thank you :)



# ENVISIONING SUCCESS

## AT THE ARTS DISTRICT CAMPUS (ADC)



### PLACE

- ADC is the creative nucleus of Breckenridge.
- ADC is inclusive, welcoming, and community-centered.
- Facilities and systems are efficient, effective, updated, and optimized.
- Guests and partners experience superior customer service.
- Fiscal support increases through memberships, grants, and earned revenue.
- Operational models and investment allocations are tailored to market conditions and customer demand.
- Organizational structure, processes, culture, staff and governance optimize ADC use.
- Breckenridge is seen as an industry leader in creative thought and artistic vision.

### PEOPLE

- Participation numbers continue to increase.
- Guests represent a mix of locals and visitors.
- Guests represent a diversity of age and income levels, ethnicities and cultural backgrounds.
- ADC culture reflects a supportive and engaged community of stakeholders.
- Leadership is committed to capacity-building and ongoing organizational learning.
- Instructors are highly trained with professional development ongoing.
- There is high retention of staff, instructors, studio techs, docents and volunteers.
- Local students, educators, and practicing artists utilize ADC.
- The community and local creatives see ADC as a resource.
- The community takes pride and ownership in ADC.

### PROGRAM

- ADC offers affordable and accessible classes and workshops.
- Class, workshop, and event attendance rates continue to increase.
- ADC programming continues to evolve in a way that is relevant and responsive to local interest.
- Decision-making about programming is made based on data collection and evaluation.
- ADC programming speaks to stakeholder-generated thematic narratives including environment, history, and culture.
- Artist in Residence program emphasizes place-based narratives with guest artists making a community impact.
- Artist in Residence program hosts diverse, high-caliber artists working in a range of mediums.
- Rotating exhibitions offer exposure to the best contemporary art in a variety of mediums.
- Educational programming supports public engagement with, and understanding of, exhibitions.
- Temporary public artworks catalyze guest interaction and participation on the ADC campus.
- Collaborations thrive through positive relationships with local, regional, and national partners.



“Winter sports may steal the spotlight,  
but Breck has one of Colorado’s liveliest creative districts.”

—Colorado Roots



# FUTURE OPPORTUNITIES

- COST

RENOVATIONS

STAFF

Increase number of free and fee-based classes, workshops, open studios, youth programs and special events based on program data, community input and available resources.
- COST

RENOVATIONS

STAFF

Program festival-style temporary installations on the Arts District lawn and OMH patio year-round (e.g., *Los Trompos*)
- COST

RENOVATIONS

STAFF

Activate campus during daytime (Mon-Fri) by formalizing relationship between Summit School District and ADC, so that local students are on campus regularly
- COST

RENOVATIONS

STAFF

Hire instructor to keep Quandary open during gallery hours as a craft make-and-take station (during ski season only)
- COST

RENOVATIONS

STAFF

Convert interior of Randall Barn into a more flexible studio space that could accommodate a wider variety of mediums and events.
- COST

RENOVATIONS

STAFF

Introduce limited outdoor series on blacksmithing and other mountain craft mediums held on Arts District lawn in pop-up workshop space  
\*Summer + Fall only
- COST

RENOVATIONS

STAFF

Host more outdoor activities on the campus lawn, front porches, patio spaces and sidewalks to better engage passersby.

COST    PRODUCTION LABOR    RENOVATIONS    STAFF





“...but it’s the [Breckenridge] art scene that really wins out.  
The Breckenridge Arts District is worth a trip in itself.”

—*Boston Herald*

# SUMMARY

**After close to five years of on-the-ground operations, Breckenridge Creative Arts has helped brand Breckenridge as a creative destination. With the Breckenridge Arts District at its core, Breckenridge has become a place that enhances the lives of local residents and visitors with diverse creative experiences.**

Throughout this journey, BCA has listened, learned, and adjusted our programs based on community feedback and best practices garnered from a vast network of partners and colleagues. Moving forward, we are partnering with the Town of Breckenridge and the Breckenridge Tourism Office to address the shifting tourism landscape by evaluating how much and what kind of visitor traffic we seek to draw, and to better manage the guest experience to the mutual benefit of visitors and residents. We also seek greater balance between enriching our local community, and attracting visitors to it.

As the creative nucleus of our community, the Breckenridge Arts District is a focal point for future planning within the context of BCA’s overall strategic plan. Our major emphases include:

## CREATIVE PLACEMAKING

Not only do BCA festivals, exhibitions, and programming invite creative tourism that financially benefits Breckenridge businesses, workforce, and tax revenue, they help to shape the artistic and cultural identity of

Breckenridge, growing pride in place among visitors and guests. The Arts District is a key resource to that end. Current efforts and future plans center on animating the campus more often and more effectively, using community input and data-based decision-making as a guide, with public artworks, festivals and events, workshops and classes, and local and visiting artists in order to showcase and invite greater participation in the Arts District, thereby strengthening our creative identity.

## COMMUNITY OWNERSHIP

BCA programming has long sought to enhance community livability by animating public spaces in a way that encourages interaction and community building. Moving forward, we will continue to use artistic interventions to engage people as active collaborators, encouraging social interaction and dialogue as a way to build individual and collective capacities and renewed foundations from which to grow a more sustainable, socially and place-connected, resilient community. This vision underlies the 2019 Arts District programming shift,



which we designed based on community input and audience studies, to provide more opportunities for social interaction while responding to local interest in contemporary mountain crafts. Our goal is for the Arts District campus to be a community center and a source of pride.

### **SOCIAL IMPACT**

BCA has also embraced programming in which the arts are used to transcend aesthetics to impact community goals ranging from public health, social equity, and environmental stewardship to sustainability. A good portion of our contemporary exhibition series, festivals, and visiting artists at the Arts District are curated around such “social impact” topics, as a way to connect artistic interpretations to issues important to the Breckenridge community.

In 2019 and beyond, BCA forges boldly ahead with its inventive offerings, collaborating with partner groups to breathe new life into the Breckenridge Arts District and other public venues. BCA’s achievements are the result of an exemplary group effort made possible by the collaboration of many partners—from dedicated community volunteers, longstanding local arts groups, and Town departments to local and national supporters.

To accomplish this, BCA remains committed to strong governance practices, comprehensive financial management, and disciplined long-term planning, while

actively seeking funding from federal, state, and local agencies to broaden our base of support. To date, BCA has confirmed \$165,000 in grant awards for 2019, more than doubling the awards we received in 2018 (\$75,000) and 2017 (\$60,400). These bolster our ability to animate the Arts District and other cultural venues with the innovative slate of programming we have become known for—from festivals rich with massive spectacle art and thought-provoking environmental installations, to interactive experiences that instill wonder and awe, capturing the imagination of locals and guests alike.

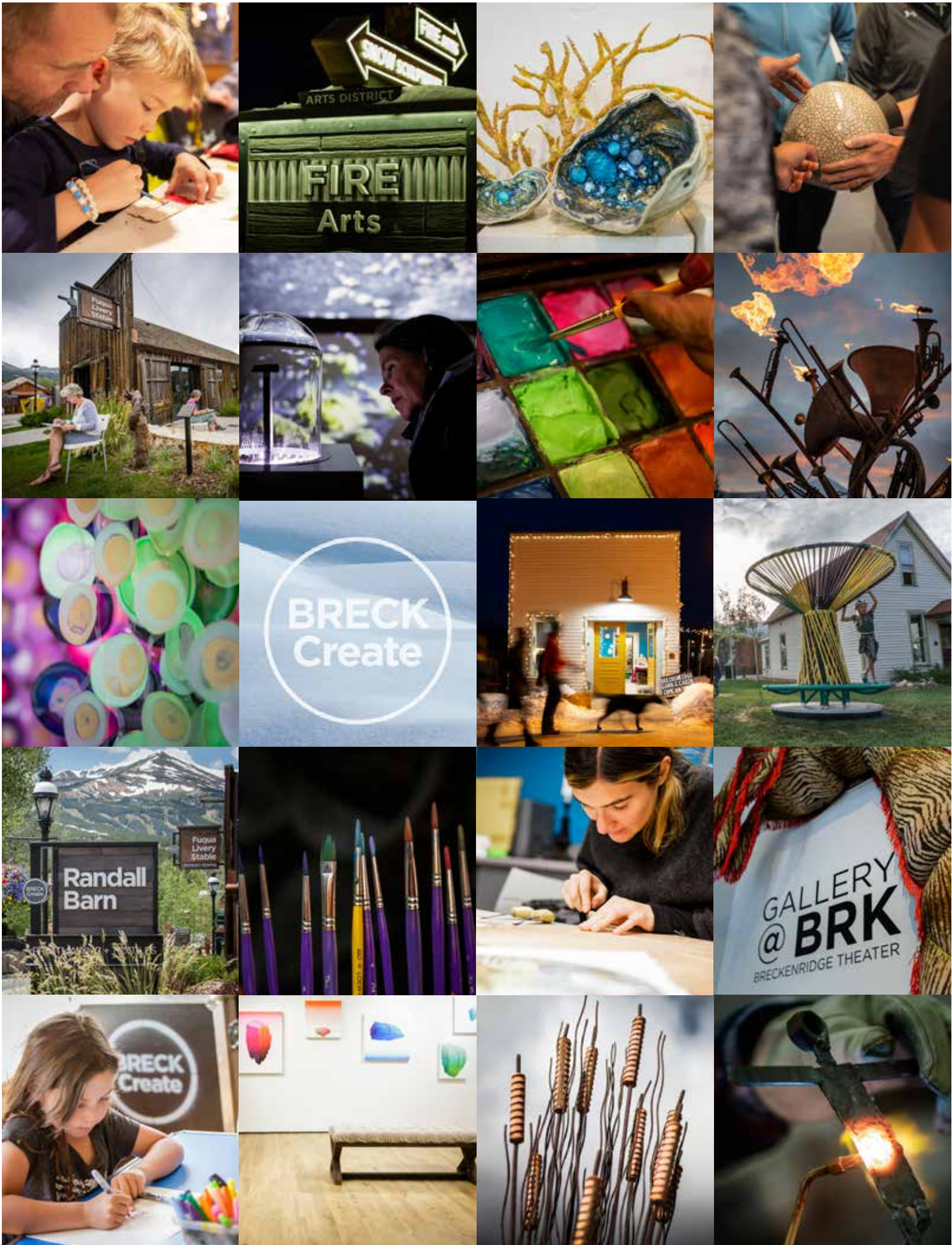
Pioneered by the Town of Breckenridge, the BCA approach remains at the forefront of public arts thinking, offering a shining example of the myriad benefits to be gained from investing in an innovative and compelling public arts program.



“The picturesque town features colorful Victorian architecture while the downtown area offers 200-plus stores, restaurants, coffee shops, pubs and a vibrant arts district”

—*Forbes*





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# APPENDICES

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CALENDAR SNAPSHOT  
OF CURRENT ADC ACTIVITY

MARCH 4-10 2019

<div>Monday, March 4</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>9:00am - 12:00pm CMC Open Studio (Ceramic Studio)</div><div>10:00am - 12:00pm Mel uses studio (ceramics)</div><div>12:00pm - 10:00pm Mel uses studio (ceramics)</div></div></div>	<div>Tuesday, March 5</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>10:00am - 3:00pm Mel uses studio (Ceramics Studio)</div><div>3:00pm - 6:00pm Ceramic Open Studio (Ceramic Studio)</div><div>3:00pm - 6:00pm Co-op Artist Hours: Ambika Herbals (Lower Level Ceramics)</div><div>3:30pm - 4:00pm Toddler Art (Quandary)</div><div>4:30pm - 9:30pm Drea uses Studio (Randall)</div><div>5:00pm - 6:30pm Young Writers Club (Quandary)</div><div>6:00pm - 8:30pm Beginner Ceramics: Series (Ceramic Studio)</div><div>7:00pm - 9:00pm Beginner Metalsmithing: Series (Hot Shop)</div></div></div>
<div>Wednesday, March 6</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>10:00am - 6:00pm Mel uses studio (Ceramics studio)</div><div>11:00am - 3:00pm Alie uses Randall (Randall)</div><div>3:00pm - 6:00pm Co-op Artist Hours: Breckenridge Candle Cabin (Randall)</div><div>4:30pm - 5:30pm After School Art (Quandary)</div><div>5:00pm - 8:00pm Welding Open Studio (Hot Shop)</div><div>5:30pm - 8:30pm Beginner Woodworking (Fuqua)</div><div>6:00pm - 7:30pm Soy Candles (Randall)</div></div></div>	<div>Thursday, March 7</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>9:00am - 12:00pm Ceramic Open Studio (Ceramic Studio)</div><div>10:00am - 5:00pm Mel uses studio (Ceramics)</div><div>3:00pm - 6:00pm Co-op Artist Hours: Wild Balance (Fuqua)</div><div>5:30pm - 9:50pm CMC Class (Ceramic Studio)</div><div>5:30pm - 8:00pm Beginner Woodworking: Series (Fuqua)</div></div></div>
<div>Friday, March 8</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>10:00am - 1:00pm Mel uses studio (Ceramics)</div><div>10:30am - 11:00am Toddler Art (Quandary)</div><div>1:00pm - 4:00pm CMC Open Studio (Ceramic Studio)</div><div>1:00pm - 4:00pm Oil Painting: Drop In (Randall)</div><div>2:00pm - 5:00pm Open Install: Laura Shill (Gallery@OMH)</div><div>2:00pm - 5:00pm Tin Shop Open House: Sadie Sheldon (Tin Shop)</div><div>5:30pm - 8:30pm Woodworking Open Studio (Fuqua)</div><div>6:00pm - 8:30pm Beginner Ceramics: Drop In (Ceramic Studio)</div><div>6:00pm - 8:30pm Beginner Glassblowing: Drop In (Hot Shop)</div></div></div>	<div>Saturday, March 9</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>10:00am - 2:00pm Mel uses studio (Ceramic studio)</div><div>10:00am - 1:00pm Second Saturdays for Families (Arts District)</div><div>12:00pm - 2:30pm Beginner Metalsmithing: Drop In (Hot Shop)</div><div>More Items...</div></div></div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>How to Move Between Worlds (Gallery@OMH)</div><div></div></div></div><div><div>9:00am - 12:00pm Co-op Artist Hours: Chris Hosbach (Lower Level)</div><div>10:00am - 1:00pm Mel uses studio (ceramic studio)</div><div>10:00am - 12:00pm Material Matters (Tin Shop)</div><div>More Items...</div></div></div>

MARCH 11-17 2019

<div>Monday, March 11</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>9:00am - 12:00pm CMC Open Studio (Ceramic Studio)</div><div></div></div><div><div></div><div>10:00am - 12:00pm Mel uses studio (ceramics)</div><div></div></div><div><div></div><div>12:00pm - 10:00pm Mel uses studio (ceramics)</div><div></div></div></div></div>	<div>Tuesday, March 12</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>10:00am - 3:00pm Mel uses studio (Ceramics Studio)</div><div></div></div><div><div></div><div>1:00pm - 4:00pm Private Oil Painting Class (Randall )</div><div></div></div><div><div></div><div>3:00pm - 6:00pm Ceramic Open Studio (Ceramic Studio)</div><div></div></div><div><div></div><div>3:00pm - 6:00pm Co-op Artist Hours: Ambika Herbals (Lower Level Ceramics)</div><div></div></div><div><div></div><div>3:30pm - 4:00pm Toddler Art (Quandary)</div><div></div></div><div><div></div><div>4:30pm - 9:30pm Drea uses Studio (Randall)</div><div></div></div><div><div></div><div>5:00pm - 6:30pm Young Writers Club (Quandary)</div><div></div></div><div><div></div><div>7:00pm - 9:00pm Beginner Metalsmithing: Series (Hot Shop)</div><div></div></div></div></div>
<div>Wednesday, March 13</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>10:00am - 6:00pm Mel uses studio (Ceramics studio)</div><div></div></div><div><div></div><div>11:00am - 5:00pm Kristina uses studio (Fuqua)</div><div></div></div><div><div></div><div>3:00pm - 6:00pm Co-op Artist Hours: Breckenridge Candle Cabin (Randall)</div><div></div></div><div><div></div><div>4:30pm - 5:30pm After School Art (Quandary)</div><div></div></div><div><div></div><div>5:30pm - 8:30pm Beginner Woodworking (Fuqua)</div><div></div></div><div><div></div><div>6:00pm - 7:30pm Soy Candles (Randall)</div><div></div></div></div></div>	<div>Thursday, March 14</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>9:00am - 12:00pm Ceramic Open Studio (Ceramic Studio)</div><div></div></div><div><div></div><div>10:00am - 5:00pm Mel uses studio (Ceramics)</div><div></div></div><div><div></div><div>1:00pm - 5:00pm Kristina uses studio (Fuqua)</div><div></div></div><div><div></div><div>3:00pm - 6:00pm Co-op Artist Hours: Wild Balance (Fuqua)</div><div></div></div><div><div></div><div>5:30pm - 9:50pm CMC Class (Ceramic Studio)</div><div></div></div><div><div></div><div>5:30pm - 8:00pm Beginner Woodworking: Series (Fuqua)</div><div></div></div><div><div></div><div>6:00pm - 8:30pm Beginner Glassblowing: Series (Hot Shop)</div><div></div></div></div></div>
<div>Friday, March 15</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>10:00am - 1:00pm Mel uses studio (Ceramics)</div><div></div></div><div><div></div><div>10:30am - 11:00am Toddler Art (Quandary)</div><div></div></div><div><div></div><div>12:30pm - 2:00pm Snowy Peaks Class (Quandary)</div><div></div></div><div><div></div><div>1:00pm - 4:00pm CMC Open Studio (Ceramic Studio)</div><div></div></div><div><div></div><div>2:00pm - 5:00pm Open Install: Laura Shill (Gallery@OMH)</div><div></div></div><div><div></div><div>2:00pm - 5:00pm Tin Shop Open House: Sadie Sheldon (Tin Shop)</div><div></div></div><div><div></div><div>5:30pm - 8:30pm Woodworking Open Studio (Fuqua)</div><div></div></div><div><div></div><div>6:00pm - 8:30pm Beginner Ceramics: Drop In (Ceramic Studio)</div><div></div></div><div><div></div><div>6:00pm - 8:30pm Beginner Glassblowing: Drop In (Hot Shop)</div><div></div></div></div></div>	<div>Saturday, March 16</div> <div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>10:00am - 2:00pm Mel uses studio (Ceramic studio)</div><div></div></div><div><div></div><div>11:00am - 3:00pm Alie uses studio (Randall)</div><div></div></div><div><div></div><div>12:00pm - 2:30pm Beginner Metalsmithing: Drop In (Hot Shop)</div><div></div></div><div><div></div><div>1:00pm - 5:00pm Woodworking: Build a Nestbox (Fuqua)</div><div></div></div><div><div></div><div>More Items...</div></div></div><div><div><div><div></div><div>Museum of Memories (Gallery@SBL)</div><div></div></div><div><div></div><div>9:00am - 12:00pm Co-op Artist Hours: Chris Hosbach (Lower Level)</div><div></div></div><div><div></div><div>10:00am - 1:00pm Mel uses studio (ceramic studio)</div><div></div></div><div><div></div><div>10:00am - 12:00pm Material Matters (Tin Shop)</div><div></div></div><div><div></div><div>1:00pm - 4:00pm Ceramic Open Studio (Ceramic Studio)</div><div></div></div><div><div></div><div>More Items...</div></div></div></div></div>



MARCH 18-24 2019

Monday, March 18

- Museum of Memories (Gallery@SBL)
- 9:00am - 12:00pm CMC Open Studio (Ceramic Studio)
- 10:00am - 12:00pm Mel uses studio (ceramics)
- 12:00pm - 10:00pm Mel uses studio (ceramics)

Tuesday, March 19

- Museum of Memories (Gallery@SBL)
- 10:00am - 3:00pm Mel uses studio (Ceramics Studio)
- 3:00pm - 6:00pm Ceramic Open Studio (Ceramic Studio)
- 3:00pm - 6:00pm Co-op Artist Hours: Ambika Herbals (Lower Level Ceramics)
- 3:30pm - 4:00pm Toddler Art (Quandary)
- 4:30pm - 9:30pm Drea uses Studio (Randall)
- 5:00pm - 8:00pm Meet a Local Artist: Jeremy Green (Fuqua)
- 5:00pm - 6:30pm Young Writers Club (Quandary)

Wednesday, March 20

- Museum of Memories (Gallery@SBL)
- 10:00am - 6:00pm Mel uses studio (Ceramics studio)
- 3:00pm - 6:00pm Co-op Artist Hours: Breckenridge Candle Cabin (Randall)
- 4:30pm - 5:30pm After School Art (Quandary)
- 5:00pm - 8:00pm Welding Open Studio (Hot Shop)
- 5:30pm - 8:30pm Beginner Woodworking (Fuqua)
- 6:00pm - 7:30pm Soy Candles (Randall)

Thursday, March 21

- Museum of Memories (Gallery@SBL)
- 9:00am - 12:00pm Ceramic Open Studio (Ceramic Studio)
- 10:00am - 5:00pm Mel uses studio (Ceramics)
- 3:00pm - 6:00pm Co-op Artist Hours: Wild Balance (Fuqua)
- 5:30pm - 9:50pm CMC Class (Ceramic Studio)
- 5:30pm - 8:00pm Beginner Woodworking: Series (Fuqua)

Friday, March 22

- Museum of Memories (Gallery@SBL)
- 10:00am - 1:00pm Mel uses studio (Ceramics)
- 10:30am - 11:00am Toddler Art (Quandary)
- 1:00pm - 4:00pm CMC Open Studio (Ceramic Studio)
- 1:00pm - 4:00pm Oil Painting: Drop In (Randall)
- 2:00pm - 5:00pm Open Install: Laura Shill (Gallery@OMH)
- 2:00pm - 5:00pm Tin Shop Open House: Sadie Sheldon (Tin Shop)
- 5:30pm - 8:30pm Woodworking Open Studio (Fuqua)
- 6:00pm - 8:30pm Beginner Ceramics: Drop In (Ceramic Studio)
- 6:00pm - 8:30pm Beginner Glassblowing: Drop In (Hot Shop)

Saturday, March 23

- Museum of Memories (Gallery@SBL)
- 10:00am - 2:00pm Mel uses studio (Ceramic studio)
- 12:00pm - 2:30pm Beginner Metalsmithing: Drop In (Hot Shop)
- 2:00pm - 5:00pm Clay Hand Building: Drop In (Ceramic Studio)
- 2:00pm - 5:00pm Tin Shop Open House: Sadie Sheldon (Tin Shop)
- More Items...
- Sunday, March 24
- Museum of Memories (Gallery@SBL)

9:00am - 12:00pm Co-op Artist Hours: Chris Hosbach (Lower Level)

10:00am - 1:00pm Mel uses studio (ceramic studio)

10:00am - 12:00pm Material Matters (Tin Shop)

1:00pm - 4:00pm Ceramic Open Studio (Ceramic Studio)

More Items...

MARCH 25-31 2019

Monday, March 25

Museum of Memories (Gallery@SBL)

9:00am - 12:00pm CMC Open Studio (Ceramic Studio)

10:00am - 12:00pm Mel uses studio (ceramics)

12:00pm - 10:00pm Mel uses studio (ceramics)

Tuesday, March 26

Museum of Memories (Gallery@SBL)

10:00am - 3:00pm Mel uses studio (Ceramics Studio)

3:00pm - 6:00pm Ceramic Open Studio (Ceramic Studio)

3:00pm - 6:00pm Co-op Artist Hours: Ambika Herbals (Lower Level Ceramics)

3:30pm - 4:00pm Toddler Art (Quandary)

4:30pm - 9:30pm Drea uses Studio (Randall)

5:00pm - 8:00pm Meet a Local Artist: Jeremy Green (Fuqua)

5:00pm - 6:30pm Young Writers Club (Quandary)

Wednesday, March 27

Museum of Memories (Gallery@SBL)

9:10am - 11:05am Field Trip with Breck Elementary (ADC)

10:00am - 6:00pm Mel uses studio (Ceramics studio)

3:00pm - 6:00pm Co-op Artist Hours: Breckenridge Candle Cabin (Randall)

4:30pm - 5:30pm After School Art (Quandary)

5:00pm - 8:00pm Welding Open Studio (Hot Shop)

5:30pm - 8:30pm Beginner Woodworking (Fuqua)

6:00pm - 7:30pm Soy Candles (Randall)

Thursday, March 28

Museum of Memories (Gallery@SBL)

Inedible Feast (Gallery@OMH)

9:00am - 12:00pm Ceramic Open Studio (Ceramic Studio)

10:00am - 5:00pm Mel uses studio (Ceramics)

3:00pm - 6:00pm Co-op Artist Hours: Wild Balance (Fuqua)

5:30pm - 9:50pm CMC Class (Ceramic Studio)

5:30pm - 6:30pm Inedible Feast: Member's Preview (OMH)

6:30pm - 9:30pm Inedible Feast: Opening Reception (OMH)

Friday, March 29

Museum of Memories (Gallery@SBL)

Inedible Feast (Gallery@OMH)

10:00am - 1:00pm Mel uses studio (Ceramics)

10:30am - 11:00am Toddler Art (Quandary)

1:00pm - 4:00pm CMC Open Studio (Ceramic Studio)

2:00pm - 5:00pm Open Install: Laura Shill (Gallery@OMH)

2:00pm - 5:00pm Tin Shop Open House: Sadie Sheldon (Tin Shop)

5:30pm - 8:30pm Woodworking Open Studio (Fuqua)

6:00pm - 8:30pm Beginner Ceramics: Drop In (Ceramic Studio)

6:00pm - 8:30pm Beginner Glassblowing: Drop In (Hot Shop)

Saturday, March 30

Museum of Memories (Gallery@SBL)

Inedible Feast (Gallery@OMH)

10:00am - 2:00pm Mel uses studio (Ceramic studio)

12:00pm - 2:30pm Beginner Metalsmithing: Drop In (Hot Shop)

2:00pm - 5:00pm Clay Hand Building: Drop In (Ceramic Studio)

More Items...

Sunday, March 31

Museum of Memories (Gallery@SBL)

Inedible Feast (Gallery@OMH)

9:00am - 12:00pm Co-op Artist Hours: Chris Hosbach (Lower Level)

10:00am - 1:00pm Mel uses studio (ceramic studio)

10:00am - 12:00pm Material Matters (Tin Shop)

More Items...

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2014-2019 BRECKENRIDGE ARTS DISTRICT

A REPORT TO THE COMMUNITY

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# BENCHMARKING STATS

## FROM COMPARABLE NATIONAL CRAFT SCHOOLS

NOTE  
Events are defined as fee-based or admission-free classes, workshops, open studios, youth programs and/or special events. Many of these organizations have a cancellation policy that requires event registration to be above a certain capacity

BENCHMARKING ORGANIZATIONS	#1 KIMBALL ART CENTER (PARK CITY, UT)	#2 ARROWMONT SCHOOL OF ARTS & CRAFTS (GATLINBURG, TN)
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### ORGANIZATION/BUDGET/STAFF

Annual Operating Budget	\$1,900,000	\$4,820,764
Earned/Contributed Revenue	Earned:60% Contributed: 40%	Earned: 58% Contributed: 42%
# of Full Time Staff	11	28
# of Part Time Staff	6	2
# of Instructors	~25	~150
Are instructors Employees or Contractors?	Employees	Contractors
Expense: Staffing/% of Annual Budget	\$1,026,000/54%	\$1,200,000/24%

### PROGRAM/OPERATIONS/MARKETING

# of Offered + Fulfilled Events in 2018	~250	~220 week-long classes = ~1,100 individual sessions
Average Studio Capacity	12	12-14
Event Cancellations + Capacities	30% of scheduled events were canceled; of those that ran, 50% were at least half capacity	N/A% of scheduled events were canceled; of those that ran, 80% were at least half capacity
Operating Hours for Event Registration	Classes run between 8am-10pm. During festivals they run from 10am-6pm.	Open 9am-5pm.
Do you offer housing for instructors, staff, visiting artists?	No	Yes, but not staff
Expense: Marketing/% Annual Budget	\$285,000/15%	\$41,000/1%

#3 SNOWFARM: THE NEW ENGLAND CRAFT PROGRAM (WILLIAMSBURG, MA)	#4 MCCOLL CENTER FOR ART + INNOVATION (CHARLOTTE, NC)	BRECKENRIDGE CREATIVE ARTS (BRECKENRIDGE, CO)
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\$1,390,000	\$1,700,000	\$2,902,290
Earned: 70% Contributed: 30%	Earned: 10% Contributed: 90%	Earned: 15% Contributed: 85%
9	8	11 (10 currently)
10	5	16
~150	~20	~40
Employees	Contractors	Contractors
\$903,500/65%	\$680,000/40%	\$1,199,647/41%

~600 + open studios	~150	~670 registrable campus events in AudienceView
8	N/A	5
12% of scheduled events were canceled; of those that ran, 100% were at least half capacity	N/A	0% of scheduled events were canceled; of those that ran, 52% were over half capacity
Open 9am-5pm year-round, though classes are held mostly May-Oct	Open 26 hours per week	Open 305 days/year, 62 hours/week, 2,701 hours/year
Yes	Yes, but only for visiting artists	Yes, but only for visiting artists
\$35,000/2%	\$68,000/4%	\$250,000/8.5%





Breckenridge  
Creative Arts  
[breckcreate.org](http://breckcreate.org)

