



BRECKENRIDGE CREATIVE ARTS STRATEGIC + OPERATIONAL PLAN

GOALS

1

To extend and enhance the experience of the 'recreation' visitors through creative offerings that differentiate Breckenridge from other recreation destinations

2

To attract 'creative' visitors to Breckenridge who have not considered the town as a destination

3

To enhance the creative experience of our residents

4

To optimize the Town's investment in the creative assets we manage and maintain

5

To build an independent, financially sustainable organization

STRATEGIES

A

Delivering innovative creative programming that entertains, enriches and educates

B

Deepening community engagement through accessible entertaining programming

C

Maintaining facilities and systems at or above industry standards

D

Implementing economic models that lead to profitable operations

E

Building the reputation of BreckCreate with Creative Thought Leaders

F

Nourishing positive relationships with local, regional & national creative partners

G

Expanding a vibrant public arts program

H

Building organizational capacity by implementing planning, leadership development and fundraising infrastructure

SUPPORTING GOALS

1 2 3
4 5

1 3

4

5

2 5

1 2 3

1 3

1 2 3
4 5

2016 PRIORITY TACTICS



PRIMARY STRATEGY



SUPPORT STRATEGY

BCA Presents & BCA Curates programming

A E F

Implement fundraising efforts

D H

ADC curriculum & AIR programming

A B

Creative District designation with State of CO

E

BIFA programming

A E F

Expanded AudienceView data mining and promotional capabilities

C H

Rewrite public art master plan

G

Expanded educational capabilities & programming

A B

Shared BCA/ BTO program to promote creative tourism

A B E F

Implementation of capital programs

C

Digital marketing/ communication program

E

Executed Resident Company agreements for partners

F D

ADC = Arts District Campus | BT = Breckenridge Theater | OMH = Old Masonic Hall | RWC = Riverwalk Center | SPK = Speakeasy Theater
AIR = Artist-in Residence | BIFA = Breckenridge International Festival of Arts | BTO = Breckenridge Tourism Office

Breckenridge Creative Arts | FY16 Work Plan

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
A	B	<p>Develop a robust roster of BCA Presents programming that appeals to various target audiences:</p> <ul style="list-style-type: none"> Present 5-7 ticketed performances at RWC (marquee talent, emerging bands, comedy, family entertainment, etc.) Present 3-5 ticketed lectures at RWC (e.g., Nat Geo Live, NPR speakers, etc.) <p>Develop BCA Curates programming that attracts audiences and builds a unique identity within the community:</p> <ul style="list-style-type: none"> Create and implement festivals and exhibitions that feature intensely place-based installations, including Fire Arts Festival, Street Arts Festival and Dia de los Muertos. Curate temporary exhibitions including Sculpture on the Blue, OMH installations, etc. 	RW JC SG NK KM DL	Q1-4	Costs within FY16 budget.	Sales; attendance; media coverage; critical reviews; audience feedback.
A	B, E	<p>Expand the ADC curriculum</p> <ul style="list-style-type: none"> Add additional open studio sessions, maker-type activities and new programs with a focus on interdisciplinary work and emerging technologies for youth and teens. Expand access to the arts for underserved segments of the community, while using arts in education as a supplemental teaching technique for non-arts curricula including in science, technology, engineering and math. 	JC DL	Q1-4	Costs within FY16 budget.	Sales; attendance; media coverage; participant feedback.
A	F, E	<p>Present BIFA, a 10-day international arts festival that engages a mix of local, national and international performing and visual artists.</p> <ul style="list-style-type: none"> Build on 2015 by introducing eye-catching and news-worthy programming that includes Colorado premieres and Breckenridge exclusives 	RW JC SG NK KM SL	Q3	Costs within FY16 budget.	Sales, attendance; media coverage; critical reviews; audience feedback.

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
		<ul style="list-style-type: none"> Implement learnings from 2015 to streamline/expand programming as appropriate Expand the collaborative efforts with other partners during the festival 				
G	B, E	Rewrite the public art master plan <ul style="list-style-type: none"> Develop a revamped public art master plan and policy document that grows awareness about the Public Art Program as it stands today, and the TOB image benefits to be gained from cultivating a well-curated, dedicated public art program; Complete written and visual documentation of the pieces in the existing permanent public art collection, including descriptions, photographs, and project details such as the location, installation date, and artist. 	RW JC EM PAAC BRD	Q1-4	Costs within FY16 budget.	Stakeholder feedback; funding acquisition.
A	G, F	Develop a shared BCA/BTO program (WAVE) to promote creative tourism: <ul style="list-style-type: none"> Introduce WAVE: Light+Water+Sound, a 4-day exhibition of cutting-edge works of contemporary public art in early June; Develop and implement metrics to measure whether the programming is successful in attracting creative tourists. 	RW JC NK SG KM BTO	Q2-3	Costs within FY16 budget.	Attendance; media coverage; critical reviews; audience feedback.
E	D	Increase digital marketing/communication program: <ul style="list-style-type: none"> Better optimize pay-per-click platforms, display ads and retargeting campaigns; Expand and increase social media engagement; Continue to use the BCA website as a portal designed to give users one convenient gateway for information on creative opportunities, events and cultural organizations in Breckenridge; Continue a quarterly online magazine to expand awareness about the creative community in Breckenridge; 	RW FSH GHD SG	Q1-4	Costs within FY16 budget.	Sales; attendance; audience feedback.

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
		<ul style="list-style-type: none"> Continue improvements to BCA website with deeper search and sort features, expanded content, etc. Develop an area within BCA website that offers easily navigable online access to the Public Art Program, including a complete inventory of the public art collection with an interactive map, links to current calls for artists, a regularly-updated calendar of events, and other relevant information about the program and its projects. Work to develop both static and interactive online educational content and interpretive tools for the BCA website, and other digital platforms such as smartphone applications, tablets, social media and other digital formats as appropriate. 				
D	H, E	Implement fundraising efforts: <ul style="list-style-type: none"> Draft BCA's Case for Support Secure sponsorship revenues over FY15 Increase membership participation and revenues over FY15; target 100 new members; Explore grant opportunities from regional and national arts funders; apply for funding from a minimum of two (2) sources related to BCA's creative placemaking initiatives or specific programs (BIFA, WAVE, etc.); Conduct major gift solicitations (\$1,000+) for philanthropic support with a focus on ADC program underwriting; Continue to develop fundraising narratives to communicate BCA's needs, priorities, and organizational aspirations. 	RW JC EM DL	Q1-4	Costs within FY16 budget.	Meet or exceed FY16 contributed revenue goals.
C	E	Pursue Creative District designation from state: <ul style="list-style-type: none"> Apply to the State of Colorado's Creative District Certification Program to designate the Breckenridge Arts District as one of the state's Creative Districts providing access to grant funding, 	RW JC SG NK KM	Q1-2	Costs within FY16 budget.	Receive Creative District designation for Breckenridge.

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
------------------	------------------	--------------	------	-------------	--------------------------------	---------

		networking and training programs, and advocacy tools.				
C	H	Expand AudienceView data mining and promotional capabilities: <ul style="list-style-type: none"> Integrate all RCs onto A/V ticketing system; Implement subscription renewal capabilities for RCs; Develop reports that enable both the BCA, TOB and partners to gain insights from the data gathered; Implement some of the promotional capabilities of A/V. 	SL DW SG RC	Q1-4	Costs within FY16 budget.	Sales; attendance; partner and audience feedback.
A	B, E	Expand education capabilities and programming: <ul style="list-style-type: none"> Successfully fill the Director of Learning position in Q2; Develop an innovative and comprehensive education program for BCA that connects programs, tours, studio classes, exhibitions and other BCA content to a wide variety of audiences, on-campus, online and offsite; Produce Colorado Music Convergence as an event that promotes education, networking and professional development opportunities for local, regional and statewide artists; Develop, measure and assess opportunities for creative engagement and learning across all ages to ensure the goals of BCA's educational programs are successfully aligned with the overall curatorial strategies and mission of BCA; Plan and develop interpretative materials, thematic tours, public programs, teacher workshops, symposiums and other educational services. 	RW JC DL	Q1-4	Costs within FY16 budget.	Attendance; participant and partner feedback.
C	E	Implement approved capital programs: <ul style="list-style-type: none"> Complete renovation to the Breckenridge Theater; 	NK SG KM TOB	Q1-4	Costs within TOB's CIP.	Project are completed on schedule and on budget.

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
------------------	------------------	--------------	------	-------------	--------------------------------	---------

		<ul style="list-style-type: none"> Implement rigging and mechanical upgrades to RWC; Implement lighting, sound and staging upgrades to ADC. 				
F	D	Executed Resident Company agreements for all partners: <ul style="list-style-type: none"> Completed Resident Company agreements in-hand for BFF, BHA, BMF, BTO & NRO by June 1, 2016; Completed Resident Company agreement in-hand by June 1, 2016 for BBT in the Breckenridge Theater. 	RW SG	Q2	No impact.	Signed agreements in place for all resident companies.
D	F	Co-present Blue River Series in partnership with BMF featuring national music talent.	RW NK BMF	Q2-3	Costs within FY16 budget; includes TOB-approved backstop of \$50k	Sales; attendance; media coverage; critical reviews; audience feedback; TOB feedback.
B	F	Present LateNite @ the District, a free weekly outdoor movie series at ADC in Jun-Jul.	RW JC SG NK	Q2-3	Costs within FY16 budget.	Attendance; media coverage; critical reviews; audience feedback.
F	B	Continue to introduce off-campus satellite programs in partnership with local arts organizations, creative businesses and/or social establishments (e.g., Creativity Crawl, Art Around Town, etc.)	JC DL	Q1-4	Costs within FY16 budget.	Attendance; critical reviews; audience feedback.
F	E	More aggressively promote guest artist residency programs at ADC to a national and international audience, as well as the studio rental opportunities for affordable workspace to local artists.	JC DL	Q1-4	Costs within FY16 budget.	Number of applications; artist feedback.
E	F	Continue to promote ADC as a venue for arts-related conferences in order to support creative industries/cultural economics (Colorado Creative Industries Summit, Camp 9600, Colorado Arts Education Assn, etc.).	RW JC SG	Q1-4	Costs within FY16 budget.	Number of inquiries; rental revenue; returning events; participant feedback.
B	F	Produce and manage a variety of events and offerings presented by the Town, including: International Snow Sculpture Championships; Town Clean-Up entertainment; Town Party entertainment; and July 4th entertainment.	SG NK KM	Q1-4	Costs within FY16 budget.	Attendance; critical reviews; audience feedback; TOB feedback.

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
H	F	Continue to grow/enhance the BCA volunteer program to increase individual participation and improve ambassadorship through better training.	SG KM DW DL	Q2–3	Costs within FY16 budget.	Number of volunteers, attendance; volunteer feedback.
F	E	Work with BCC and RCs to determine a collaborative marketing initiative for summer that would be designed to highlight the entire constituency of cultural partners and RCs.	RW BCC GHD	Q2	Costs within FY16 budget	Sales, attendance; audience feedback.
A	B	Introduce new outreach initiative that would provide social service agencies in Summit County with complimentary tickets to select BCA ticketed performances and classes. Tickets would be distributed solely through non-profit and community-based organizations, who, in turn, would offer tickets to their clients whose financial and/or social situation would otherwise prohibit them from participating in the arts.	RW JC DL	Q1-4	Cost within FY16 budget	Sales, attendance; analytics data; diversified audience; participant feedback.
C		Develop policies and procedure manuals for ADC, BBT, SPK, OMH, including rental rate information and booking process.	SG NK JC	Q1-3	No impact.	Completed and comprehensive manuals.
B		Continue to develop programs that encourage community feedback and ideas as well as creative participation in BCA programming (e.g. calls to artists, community forums, surveys, etc.)	RW JC DL CEC PAAC	Q1–4	No impact.	Number of participants and respondents.
H		Implement internal financial management processes (e.g., accrual and forecasting) that grow the managerial capabilities of staff members.	RW SL JC NK SG FIN	Q2-4	No impact.	Improved financial processes.

PRIMARY STRATEGY	SUPPORT STRATEGY	FY16 ACTIONS	RESP	TARGET DATE	INVESTMENT BUDGET IMPLICATIONS	METRICS
------------------	------------------	--------------	------	-------------	--------------------------------	---------

BCA STRATEGIES

Strategy A=Delivering innovative, creative programming that entertains, enriches and educates.

Strategy B=Deepening community engagement through accessible, entertaining programming.

Strategy C=Maintaining facilities and systems at or above industry standards.

Strategy D=Implementing economic models that lead to profitable operations.

Strategy E=Building the reputation of BreckCreate with creative thought leaders.

Strategy F=Nourishing positive relationships with local, regional and national creative partners.

Strategy G=Expanding a vibrant public arts program.

Strategy H=Building organizational capacity by implementing planning, leadership development and fundraising infrastructure.

ABBREVIATION KEY

ORGANIZATION: BCA=Breckenridge Creative Arts

BOARD: BRD=Board; XC = Executive Committee, CEC = Community Engagement Committee; FIN = Finance Committee, GOV = Governance + Nominations Committee; PAAC=Public Art Advisory Committee

STAFF + CONTRACTORS: RW = Robb Woulfe, JC= Jenn Cram, SG=Saam Golgoon, NK=Neal Kerr, SL=Susan Lyon, KM=Ken Miller, DW=Dana Wissmiller, DL=Director of Learning

CONSULTANTS: GHD=GatherHouse Design; FSH=Fresh Consulting; EM=Erica Marciniac

PARTNERS: TOB=Town of Breckenridge, BCC=Cultural Coalition, BBT=Backstage Theatre; BFF=Film Festival, BMF=Music Festival, BHA=Heritage Alliance, BTO=Tourism Office, NRO=National Repertory Orchestra, CMC=Colorado Mountain College, RC=Resident Companies

FACILITIES & ASSETS: RWC=Riverwalk Center, ADC=Arts District Campus, BT=Breckenridge Theater, OMH=Old Masonic Hall, SPK=Speakeasy Theater; PAC=Public Art Collection