

WE (BOARD) WERE LED TO BELIEVE THEY IN DENVER
OBTAINED THIS DECREE JULY 2010 1ST. BUSINESS # 1-6
PLAN

LET'S MAKE THE
BEST OF IT &
GET BEHIND IT.

Office of Creative Sector Development

GOT
ORIGINAL ONE
3-17-11

BUSINESS PLAN

Statement of Purpose and Mission Statement

The Creative Sector is defined as those industries which have their origin in individual creativity, skill and talent and have a potential for wealth and job creation through the generation and exploitation of intellectual property. Creative Sector jobs in Loveland provide direct and indirect economic benefits to the City as they create and retain jobs, attract wealth and investments, generate tax revenues and stimulate local economies through payroll dollars, tourism activities and consumer purchases.

This sector also provides an array of additional benefits, such as infusing other industries with creative insight for their products and services and preparing workers to participate in the contemporary workforce. In addition, because the end products of creative employers are often "Works of Art" they enhance our quality of life and are an important complement to community development, enriching local amenities and attracting young professionals to the area.

To help communities realize the full potential and economic benefits of this sector, community leaders can adopt strategies that support and strengthen these businesses. Those strategies can include but are not limited to: the development of local sector initiatives or clusters, virtual incubation of creative sector entrepreneurs, training and marketing programs, and public/private collaborations to encourage growth and investment in creative businesses.

Loveland residents and members of City Council recognized the value of the Creative Sector when the 2005 Comprehensive plan was completed.

Objective 13.5.1 – Develop economic development programs such as economic gardening, business and arts incubators, specialized business assistance (business liaison), and entrepreneurship training that foster economic opportunities for the "cultural occupations."

In September 2009, City staff was asked to work with the creative sector to determine if there was a role for the City in the development of jobs and businesses in the creative sector. In December 2009, City staff presented the City Council Economic Development Subcommittee and the City Manager a proposal for the development of a cluster initiative for the creative sector. An industry cluster simply means market strength in a particular geographic area or city. A cluster initiative is the effort to promote the particular cluster's economic vitality, growth and competition through collaboration and coordination of industry participants, associated institutions (educational) and governments. This effort would be similar to the Clean Energy Cluster or Bioscience Cluster in Fort Collins. ? & ACE ?

Three items are critical for the success of cluster initiatives:

1. Cluster initiatives are more successful if they are focused on an existing industry that is already strong and set in a location with a good business environment.
2. Cluster initiatives are more successful if they are based on a shared conceptual framework of competitiveness.
 - A good cluster facilitator needs to manage the interests of the members. Companies tend to be more interested in productivity growth and innovation with existing firms while governments tend to be more interested in job creation and new business development.
 - A good cluster facilitator will effectively manage the expectations of all.
3. Cluster initiatives need at least a small operational budget to finance an office with a dedicated cluster facilitator.

A major benefit of a cluster initiative as an economic development strategy is it provides government a means to "incentivize" an industry and "help the many" versus helping only a few good companies that request business assistance. Given the limited resources that the City has in these recessionary times it is a deliberate and strategic effort to help all in the sector.

The estimated economic impact of the Creative Sector currently in Loveland:

- \$82 million in payroll dollars annually
- 2700 jobs out of a workforce of 33,000 are in the creative sector (8% of the workforce overall)
- In 2005, over 123,000 non-residents attended arts related events in Loveland spending over \$3.5 million while in town
- Arts and Culture alone as a sub-sector is a \$8.29 million industry in Loveland
- \$700,000 of local and state tax revenue generated
- Sales at Sculpture in the Park, the largest juried show in the US exceeded \$1 million in 2008, 2009, and 2010
- City of Loveland's fine arts collection is valued at \$7.9 million

Work to date:

Following a Creative Sector Stakeholders meeting in January 2010, a working group of 10 interested stakeholders was formed. This working group met on 9 occasions to develop the Vision, Mission Goals and Objectives for the arts initiative/cluster effort. A smaller leadership team of: Marcie Erion, Leah Johnson and Paul Mueller presented the concept and recommendations of the citizens to the City Council Economic Development Subcommittee twice and once at a study session in July of 2010. Following the study session the group formalized the Vision, Mission, Goals and Objectives of the Office of Creative Sector Development.

ARTISTS - VISUAL PERFORMING - LITERARY - CULTURAL - DESIGN

VISION STATEMENT: The OCSD will strengthen the overall economic health and vitality of Loveland by facilitating the growth, development and retention of the Creative Sector including: artists, art related businesses and organizations in the fine, visual performing and literary arts, cultural and design fields.

MISSION STATEMENT: The OCSD will strengthen Loveland's Creative Sector by providing a central location for staff and volunteers to develop and implement artist and arts related business retention and attraction strategies while providing training related to the business of art, networking, and the promotion of arts events; and the sales of art which will attract new wealth, artists and arts related businesses and organizations to Loveland.

Four Key Focus Areas:

- Economic Development
- Education
- Infrastructure
- Branding and Marketing

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③ The main focus of the OCSD will be economic development and the retention, creation and attraction of wealth and jobs in the creative sector. 60% of the Business Development Specialist's time will be focused on activities related to this. The remaining 40% will assist other community and City sponsored programs working on creative sector education P-20, the development of new creative sector spaces and the overall branding and marketing of Loveland as a Creative and Arts community.

ORGANIZATIONAL STRUCTURE

The OCSD will be operated by a full-time city employee housed at AIMS Community College Loveland. The City of Loveland will provide the first three years of the program funding including salary and operating funds of \$100,000 a year for three years. Aims will provide office space, utilities including IT and meeting space – an in-kind contribution of \$20,000, to the program. The City's Business Development Manager will act as supervisor and provide staff support.

An advisory board of 7 members and 2 alternates will be created to provide direction and guidance and also assist with fundraising and networking for financial sustainability. The initial board will apply and be appointed by the City Council and all City residents are encouraged to apply. The selection committee will be made up of three City Council members and 2 City staff. The process will be similar to the process used to establish the Community Marketing Commission. It is desirable that the applicants have a background, experience or passion in the arts, arts education, or other creative sector fields. A City Council Liaison, Aims Representative and the City of Loveland Business Development Manager will act as ex-officio members. This model is similar to the partnership formed between the City of Loveland SBDC and Front Range Community College.

ANNUAL PRIORITIES:

The OCSD annual priorities will be:

2011:

- Completion of IGA with Aims Community College
- Establishment of the Advisory Committee
- Advertise Position
- Selection of Business Development Specialist
- Develop board expectations and goals
- Set up office at Aims Loveland Campus
- Develop a targeted Economic Development Strategy for the OCSD
- Establish a one-stop resource center for creative entrepreneurs
- Create OCSD website
- Finish and implement recommendations from the Americans for the Arts Index Survey
- Partner on other efforts such as ArtSpace, Loveland Integrated School for the Arts, etc.
- Establish a fundraising sub-committee to begin securing long term funding partners
- Establish partnerships with LBAN members and other creative organizations

2012-2014:

- Carry out the work of the Strategic Plan
- Assist in the addition of 1000 jobs in the creative sector
- Assist in the retention of the 2700 creative sector jobs already in Loveland (2010)
- Maintain and update website
- Continue focused fundraising effort
- Assist in increasing the number of non-resident attendees to Loveland events by 50% or 65,000 attendees
- Increase the spending of non-resident attendees by \$1.5 million
- Create and maintain a financial sustainability plan with advisory board

Budget: See Attachment for 2011-2015

Key Budget Points:

- The City of Loveland is the major funding source 2011-2013
- The City reduces funding to \$20,000 in 2014
- The Advisory Board forms a subcommittee for sustainability in 2011
- Aims is providing \$20,000 in-kind
- The compensation for the Business Development Specialist starts at \$60,000
- The Business Development Manager will oversee and approve spending

STAKE HOLDERS 2009

Job Description: See Attachment

This is draft only pending review by the City of Loveland Human Resources Department, the OCSD Advisory Board and the Business Development Manager.

Vision, Mission, Goals and Objectives: See Attachment

This is the guiding document from the stakeholder's effort and will be the beginning of the development of the OCSD Strategic Plan.

Stakeholders:

- 1) Felicia Harmon
- 2) Kim Vecchio
- 3) James Buehler
- 4) Lu Ball
- 5) Doug Erion
- 6) Paul Kirby
- 7) Paul Mueller
- 8) Roger Clark
- 9) Jim Cox
- 4 10) Tom O'Gorman
- 11) Ray Guthrie
- 12) John Kinkade
- 13) Kirsten Kokkin
- 14) Cindy Kenna
- 15) Linda Akey
- 16) Andrew Svedlow
- 17) Veronica Patterson
- 18) George Walbye
- 19) Jessica Brown
- 20) Carol Johnson
- 21) Suzanne Johnson
- 22) Tim Webb
- 23) Mel Schockner
- 24) Jan - Rosetta
- 25) Phil Farley
- 26) Rod Wensing
- 27) Betsey Hale
- 28) Nikki Garshelis
- 29) Justin Erion
- 30) Dan Ostermiller
- 31) George Lundeen
- 32) Susan Ison

Draft IGA with Aims Community College: See Attachment (pending approval)

Community Partnerships and Liaison Activities

- Loveland Downtown Revitalization
 1. ArtSpace
 2. Rialto Bridge
 3. Pulliam Building
 4. Arts and Entertainment District
- Engaging Loveland
 1. Arts Shows
 2. Gallery Tours
 3. Night on the Town
 4. Sculpture in the Dark and others
- Business Retention Effort
 1. Existing Creative Employer Outreach
 - A. Foundries / INDEPENDENTS
 - B. Galleries
 - C. Non-profits
 - D. Publishing Cluster (Group, Penton, Interweave, Aspire Media)
 - E. Artists and Studio owners
- Community Marketing Commission
 1. Branding and Marketing Effort
 2. Arts and Cultural Tourism
- Thompson School District
 1. Loveland Integrated School for the Arts
 2. STEAM SHADOWS ?
- Aims Community College
 1. Arts Education Classes in Higher Education
 2. Downtown Campus
 3. Continuing Education
- Cultural Services Activities
 1. Rialto
 2. Museum and Gallery
- Loveland Downtown Team and the ArtSource Guide
- Boys and Girls Club National Art Show
- High Plains Arts Council Activities and Events Marketing
- Loveland Sculpture Invitational Events Marketing
- Art In the Park Events Marketing

WILL SEE BUSINESS PLAN #1

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ORIGINAL
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