

**PARKS, RECREATION & CULTURE MEMORANDUM  
#9-2024**

**DATE:** March 25, 2024

**TO:** Honorable Mayor Meredith Leighty and City Council Members

**THROUGH:** Heather Geyer, City Manager *hmg*  
Jason Loveland, Deputy City Manager *JL 2*

**FROM:** Amanda J. Peterson, Director of Parks, Recreation & Culture *ajp*  
Michael Stricker, Recreation Manager for Arts, Culture & Community

**SUBJECT:** Northglenn Arts & Humanities Foundation Annual Update

---

**PURPOSE**

To provide City Council with the Northglenn Arts & Humanities Foundation (NAHF) annual update and review of the new NAHF Long-Range Plan.

**BACKGROUND**

Through Resolution 04-107, Series of 2004, the City has supported the intention to fund the NAHF. In cooperation with the NAHF Board of Trustees, staff will provide an overview of this important collaboration, the prior year's offerings, upcoming events, and the long-range plan that was recently completed.

The highlights of this year's report, as outlined in the attached presentation, include:

- 2023 program review
  - Northglenn Youth Theatre
  - Northglenn Arts Presents
  - Special events
  - Public art
- Financial summary
- 2023 NAHF Long-Range Plan

**Long-Range Plan**

The NAHF believes that partnerships such as the one that exists with the City of Northglenn are a valued community asset. The NAHF has embraced the struggles caused by the pandemic, social unrest, and political upheaval that the community and nation have faced. That, combined with the opening of the new theatre, has been a catalyst to reimagine what the future might hold. The NAHF contracted Stilwell Consulting of Fort Collins to create a long-range plan. This complements the Northglenn Playbook, which is the Parks, Recreation & Culture Department's long-range plan that is nearing completion. This community and stakeholder-driven visioning process represents the beginning of the next significant chapter in Northglenn Arts' 45-year history, aiming to build a roadmap for Northglenn Arts' needs for the next 15 years.

Through the long-range planning process, the NAHF developed an updated mission, vision and value statement. The updated mission statement is:

*Northglenn Arts nurtures, engages, and uplifts our diverse community by providing performing and visual art experiences, and opportunities for creative expression.*

The updated vision statement reads:

*Northglenn Arts is a beacon for arts in the north metro region. It is recognized throughout the state as a destination for performing and visual arts, featuring diverse voices and inclusive storytelling. Warm, friendly and inviting, Parsons Theatre is known for being welcoming to all and is trusted to deliver top-notch art experiences, from renowned youth theatre and national performances to public art and gallery exhibits, that highlight and support creative expression throughout the region.*

The newly developed values include:

- *Striving to provide access to the arts for all.*
- *Sharing diverse stories representative of our community and the world in which we live.*
- *Stewarding a safe space that is welcoming and accessible for the community to gather and experience creativity and the arts.*
- *Offering self-expression and educational opportunities in the performing and visual arts.*
- *Developing and supporting successful collaborations between arts organizations, businesses, service groups, schools, and artists for the optimum utilization of artistic and financial resources.*
- *Enhancing the landscape through dynamic and representative public art.*
- *Presenting high-quality artistry that brings greater awareness of the arts to our community.*

#### **NEXT STEPS**

After this presentation, CR-85 – Northglenn Arts & Humanities Foundation Per Capita Funding, will be brought forward for City Council’s consideration.

#### **BUDGET/TIME IMPLICATIONS**

There are no financial or time impacts to the City.

#### **STAFF RECOMMENDATION**

This is for informational purposes only.

#### **STAFF REFERENCE**

If Council Members have any questions, please contact Amanda Peterson, Director of Parks, Recreation & Culture, at [apeterson@northglenn.org](mailto:apeterson@northglenn.org) or 303.450.8950.

#### **ATTACHMENTS**

1. Presentation
2. 2023 NAHF Long-Range Plan

# NORTHGLENN ARTS & HUMANITIES FOUNDATION

ATTACHMENT 1

# *ANNUAL UPDATE*

**Michael Stricker**

*Arts, Culture & Community Manager*

*303.450.8727*

*[mstricker@northglenn.org](mailto:mstricker@northglenn.org)*

**Council Meeting**

*March 25, 2024*



**CITY OF**  
**Northglenn**

# ***NAHF BOARD OF DIRECTORS***

- **501(c)3**
- **Est. 1990**
- **Creating access to the arts**



- **Jill Parsons,  
Chair**
- **Donna Cole,  
Vice Chair**
- **Kit Steffen,  
Treasurer**
- **Laura Baukol,  
Secretary**
- **Jami Bhatti**
- **Donna Cole**
- **Joyce Downing**
- **Rosie Garner**
- **Steven George**
- **Jennifer Nevins**
- **Kirsten Tagestad**



# ***NORTHGLENN ARTS***

## **Performing Arts**

- **Northglenn Youth Theatre**
- **NYT Jr.**
- **NYT Academy**
- **Missoula Children's Theatre**
- **Northglenn Arts Presents and collaborations**

## **Special Events**

- **Summer Concerts**
- **Summer Movies**
- **Senior Center films and events**
- **Teddy Bear Picnic**
- **Daddy Daughter Sweetheart Ball**
- **Northglenn High School collaborations**

## **Public Art**

- **Art on Parade**
- **Permanent collection**
- **Large-scale commissions**
- **Sculpture Garden**
- **Indoor galleries**



# 2023 OVERALL IMPACT



**42,492**

*Northglenn Arts Attendees*



**1,160**

*Participants*



**\$246,920**

*NAHF Contributed Funds*



# 2023 THEATRE PROGRAMS



*Northglenn Youth Theatre, NYT Jr. and Academy*



*Special Events*



*Northglenn Arts Presents*



# 2023 OUTDOOR PROGRAMS

## Summer Concerts and Movies



## Teddy Bear Picnic

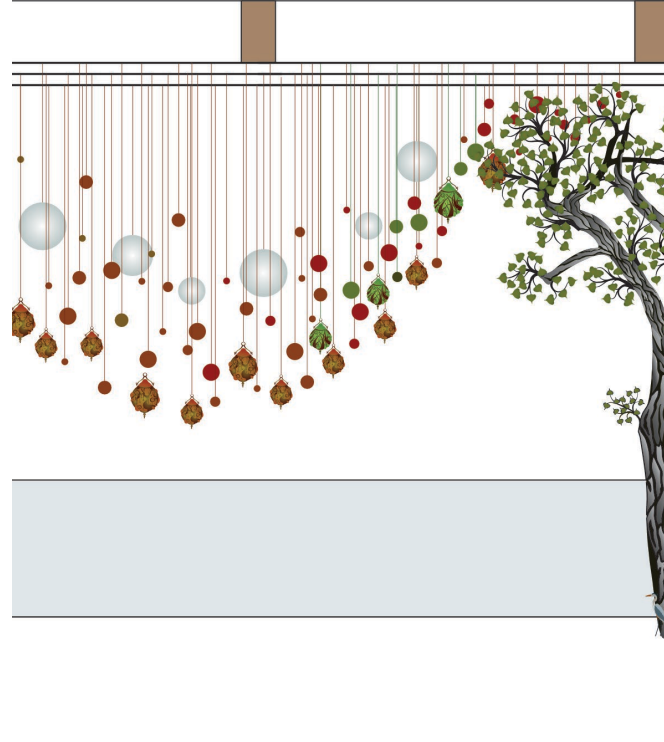




# ***PUBLIC ART PROJECTS***



*Art on Parade Winner*



*City Hall Public Art Project*



*Wayfinding, Walkability and Vinyl Wraps Project*



# ***ADDITIONAL HIGHLIGHTS***



*Indoor Galleries*



*NYT Scholarship Endowment*



*\$425,790 Earned Revenue*



# *REVENUE*

## NAHF

### City Per Capita

### Contributed income

- Grants
- Donations

### Additional Income

- July 4th Beer Garden
- Merchandise
- Investment income

## City

### Earned Revenue

- Ticket sales
- Registrations
- Concessions
- Rentals



# ***EXPENDITURES***

## **NAHF**

- Theatre production costs
- Theatre production contractors
- Program collaborations
- Public art programs/maintenance
- Fundraising/administration

## **City**

- Salaried employees
- Facility/equipment maintenance
- Ticketing/registration
- Custodial
- Northglenn Arts Presents
- Class instructor contractors

**Shared Costs** • Marketing and Training



# ***NEW LONG-RANGE PLAN***



*Refreshed Mission,  
Vision, and Values*



*Five Overarching Goals*



*Over 100 Action Steps*



# QUESTIONS?



A woman in a purple, sequined, sleeveless dress is captured in a dynamic dance pose. She is smiling and looking towards the camera. Her right leg is lifted and bent, with her foot pointing towards the viewer. She is wearing black high-heeled shoes. The background is a solid teal color.

# THE STAGE IS SET!

# Northglenn Arts

2017 was a seminal year for Northglenn Arts. For decades, offerings of youth theatre, rentals, and community use of the DL Parsons Theatre was inspired and meaningful but limited based on an aging facility and inability to handle touring productions. With deep community support and visioning by city council and leadership, Northglenn Arts would be thrust into a new world of possibility with the creation of the Civic Center Master Plan. Phase One of this plan determined the first of three phases to include a new Parsons Theatre. As the design process began it was clear that the dream of creating a high-quality, dynamic performing arts theater with robust support spaces was to become a reality. With the opening of the new Parson Theatre in 2021, Northglenn Arts saw the single greatest increase in arts engagement in its 46-year history. Northglenn Arts' ability to provide world class touring productions, lively collaborations with local arts organizations, along with increased premier level youth theatre has exponentially increased due to the new state-of-the-art, mid-size performing arts facility. As the flow of production and community demand has greatly increased, it has become time to establish a vision for the future. A future focused on impact, infrastructure, and passion for story telling; all deeply embedded in the essential, determined need to uplift all voices. All stories. All of our community.

We are in a moment of activation. The house is built. We will now remove the metaphorical roof and explode with artistry, collaboration, and collapse the distances between the artist, the story, and the audience. It is time for illumination. Like the hanging atrium sculpture in the new Parsons Theatre (*Illumination* by Mark Aeling), it is time to allow creativity to blossom and ideas to firework. By looking to the past, and envisioning a future, we solidify our artistic home, and ensure Northglenn Arts power to nurture, engage and uplift our diverse community through the arts.

Thank you to the Northglenn Arts & Humanities Foundation board of directors, City Councils past and present, Northglenn Arts staff, Amanda Peterson, Jill Stilwell, Kendall Peterson, Ty Sutton, and most importantly to all of our patrons and arts community for helping make this Long Range Plan possible. Because of all of you, the stage is indeed set.



**Michael Stricker**  
**Executive Producer**



# ACKNOWLEDGEMENTS

## **NORTHGLENN ARTS & HUMANITIES FOUNDATION BOARD OF DIRECTORS**

Jill Parsons, *President*  
Donna Cole, *Vice-President*  
Laura Baukol, *Secretary*  
Kit Steffen, *Treasurer*  
Andrew Vartabedian, *Member*  
Jami Bhatti, *Member*  
Jennifer Nevins, *Member*  
Joyce Downing, *Member*  
Kirsten Tagestad, *Member*  
Lucille Rivera, *Member*  
Rosie Garner, *Member*  
Steven George, *Member*

Non-Voting Members  
Jay Jaramillo, *City Council Liaison*  
Michael Stricker, *Director*

## **NORTHGLENN CITY COUNCIL**

Meredith Leighty, *Mayor*  
Shannon Lukeman-Hiromasa, *Mayor Pro Tem*  
Megan Burns  
Katherine Goff  
Jay Jaramillo  
Richard Kondo  
Adam Nowicki  
Jody Roper  
Nicholas Walker

Former City Council  
Becky Brown  
Tim Long

## **CITY OF NORTHGLENN CULTURE DIVISION STAFF**

Michael Stricker, *Executive Producer*  
Patrick Berger, *Artistic Producer*  
Kimberly Jongejan, *Cultural Programs Coordinator*  
*Youth Theatre Director*  
Terra Mueller, *Marketing Coordinator*  
Dan Mori, *Theatrical Technical Director*  
Wren Tran Ryder, *Assistant Technical Director*  
Stage Manager, *TBD*  
Candice Marchese-Duke, *Patron Experience Coordinator*  
Violet Mitchell, *Patron Services Specialist*  
Zahra Murad, *Patron Services Specialist*  
Tessa Maceda, *Patron Services Specialist*

## **CITY OF NORTHGLENN PARKS, RECREATION, AND CULTURE DEPARTMENT LEADERSHIP**

**Cultural Programs, branded as Northglenn Arts, is a division of the City of Northglenn Parks, Recreation & Culture Department**  
Amanda Peterson, *Director of Parks, Recreation & Culture*  
Michael Stricker, *Arts, Culture & Community Manager*  
Justin Perdue, *Recreation Manager*  
Jesse Mestrovic, *Parks & Recreation Project Manager*

## **STILWELL CULTURAL CONSULTING LLC TEAM**

Jill Stilwell  
Kendall Peterson  
Ty Sutton  
Design by: Loah Design



# TABLE OF CONTENTS



<b>1</b>	Overture: <b>The Story of Northglenn Arts</b> ..... <b>05</b>
<b>2</b>	Exposition: <b>Why a Long-Range Plan?</b> ..... <b>07</b>
<b>3</b>	Setting: <b>Methodology</b> ..... <b>11</b>
<b>4</b>	Audience: <b>Community Snapshot</b> ..... <b>12</b>
<b>5</b>	Dialogue: <b>Key Findings</b> ..... <b>13</b>
<b>6</b>	Direction: <b>Vision/Values/Mission</b> ..... <b>15</b>
<b>7</b>	Resolution: <b>Goals &amp; Strategies</b> ..... <b>16</b>
<b>8</b>	Denouement: <b>Implementation Plan</b> ..... <b>43</b>
<b>9</b>	Curtain Call: <b>Appendix</b> ..... <b>50</b>

overture...

# THE STORY OF NORTHGLENN ARTS



Northglenn Arts exists and thrives via a strong partnership between the Northglenn Arts and Humanities Foundation (NAHF) and the City of Northglenn’s Department of Parks, Recreation and Culture.

In 1973, Northglenn’s City Council resolved to construct a new community center to provide space for “cultural activities, stage entertainments, youth activities, senior citizen activities, and social functions” as such facilities were “inadequate or nonexistent” within the city (Resolution 73-9). In 1975, the first theatre and arts program began within the new Northglenn Community Center, including a 302-seat proscenium theater. Later, in 1994, Northglenn began its youth theatre program that has grown into today’s regionally renowned Northglenn Youth Theatre (NYT) with an Academy and Junior programs. To honor former mayor Don Parsons, the original theatre was named the D.L. Parsons Theatre in 2002 (Resolution 02-19). To recognize the expanded role of arts and culture in the City, the department was formally named the “Department of Parks, Recreation and Cultural Services” (Ordinance No. 1284, Series of 2001). Today, the Cultural Division within the Department administers Northglenn Arts and funds staffing, programming and facility operations.

The Northglenn Arts and Humanities Foundation (NAHF) was formed in 1990 as a nonprofit organization to serve as the fundraising arm for arts and cultural programming

in Northglenn. The NAHF has become one of the largest recipients of SCFD Tier III funding in Adams County; these grants support performing and visual arts programming administered by the City.

Over the decades, Northglenn Arts has developed into an anchor for Northglenn’s Civic Center area and a hub of cultural activity for the region. With the support of the NAHF and the City of Northglenn, Northglenn Arts has grown and now offers a broad range of arts and culture programming to the greater north metro Denver area, including:

- **Northglenn Youth Theatre**
- **Northglenn Youth Theatre Jr.**
- **Northglenn Youth Theatre Academy**
- **Northglenn Arts Presenting series**
- **Missoula Children’s Theatre**
- **Outdoor summer concerts and movies**
- **Visual arts exhibits and classes**
- **Art on Parade**
- **Large-scale commissioned public art installations**
- **Special events**

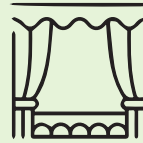
The 2020 pandemic impacted Northglenn Arts as it did every cultural organization across the globe, shuttering activities for over a year. But Northglenn Arts, with strong support and advocacy from both the NAHF and the City of Northglenn, re-opened in a newstate-of-the-art facility and bounced back quickly in terms of participation, attendance numbers and its commitment to more diverse offerings for the region. In fact, in 2022 Northglenn Arts broke all prior attendance records, including pre-pandemic figures.

The new Parsons Theatre facility opened in 2021 and stands as the largest, state-of-the-art municipal theatre facility of its kind in Adams County. The name was modified from the original “D.L. Parsons Theatre” (Resolution No. 21-35, Series of 2021). The City of Northglenn invested heavily in the new facility, which features the 335-seat state-of-the-art Parsons Theatre and expanded support spaces including a dedicated lobby, bar/box office, rehearsal room, dressing rooms, costume storage, scene shop, art gallery, and adjacent community rooms, as well as the outdoor Festival Lawn.

Northglenn Arts continues to be a leader in performing arts programming and now, with the opening of the new facility, **the stage is set** for Northglenn Arts to realize its full potential and expand its contribution to Northglenn and the north-metro community.



# 2022



THEATRICAL HOME TO **25**  
LOCAL ARTS RENTAL ORGANIZATIONS



**35,464** ATTENDEES:  
(INCREASE OF 13,000 OVER 2019)



**1,211**  
YOUTH PARTICIPANTS IN  
NORTHGLENN YOUTH THEATRE  
AND ACADEMY



**34** PERMANENT PUBLIC ART  
INSTALLATIONS



THEATRE OPEN **253**  
DAYS TO THE PUBLIC

exposition...

# WHY A LONG-RANGE PLAN?

A new facility brings new opportunities to provide expanded services. However, meeting the evolving needs of the community while also facing the ongoing possibility of competition from new theatres in the surrounding region cannot be addressed with additional square footage and new equipment alone. This plan is intended to be a guiding document, grounded in the vision, mission and values of the NAHF. It includes goals, strategies and action steps. It is intended to be used as a companion document with the NAHF's Strategic Plan, the Department of Parks, Recreation and Culture's long-range plan, and the City's Comprehensive Plan. As a plan that is meant to guide the next 10-15 years, there is some fluidity that allows for budgetary or economic impacts that may occur.



## WHY IS IT IMPORTANT TO PLAN FOR THE ARTS?

It is especially clear, after experiencing the isolation and hardships of a global pandemic, that the arts are a key part of our communities and can help us recover. Planning for arts and culture in our communities is synonymous with planning for our community's social and economic health and wellbeing.

## ULTIMATELY, THIS PLAN SEEKS TO ANSWER THESE PRIMARY QUESTIONS:

1. How does the quality and proximity of the Parsons Theatre and outdoor facilities compare to local and national benchmarks?
2. To what degree do those facilities and amenities, along with the events and programs held at those facilities, meet the diverse needs of all members of the community?
3. Due to the opening of the new state-of-the-art Parsons Theatre in 2021, how can Northglenn prepare for future adjacent municipal theaters in development?
4. Should Northglenn Arts join SCFD Tier II and if so, what are the steps to accomplish it?
5. What investment should the city anticipate making to improve or expand Parsons Theatre, Arts, and Culture programs in the next 10-15 years?

## ARTS AND CULTURE ARE AN ECONOMIC DRIVER

The Colorado Business Committee for the Arts (CBCA) tracks the economic impact of the cultural sector. The CBCA’s 2023 “Economic Activity Study of Metro Denver Culture” concluded that “economic activity generated by the cultural sector in the Metro Denver area reached a new record-level high in 2022, indicating a rapid recovery from the pandemic.”

This is also reflected through the Americans for the Arts “Arts and Economic Prosperity Study 6” (AEP6), also completed in 2023. According to this national study, attendees at nonprofit arts and culture events spend \$38.46 per person per event, beyond the cost of admission. This is vital income for local merchants and a value-add that few industries can compete with. The table shows this impact of Northglenn Arts:

NORTHGLENN ARTS	
2022 Attendance	35,464
Average Per Person Audience Expenditure	\$38.46
Economic Impact beyond ticket purchase*	\$1,363,945

*\*Food and drink, retail shopping, lodging, transportation, clothing & accessories, supplies & groceries; childcare; etc.*

## ARTS AND CULTURE BUILDS COMMUNITY

**86%** believe arts and culture is “important to their community’s quality of life and livability.”

**79%** believe arts and culture is “important to their community’s businesses, economy, and local jobs.”

**72%** agree that arts and culture provide shared experiences with people of different races, ethnicities, ages, beliefs, etc.

*Findings from “Americans Speak Out About the Arts in 2023,” a National Public Opinion Survey About the Arts*

**89%** of attendees agreed that the activity or venue they were attending was “a source of neighborhood pride for the community.”

**86% felt it important that “future generations also be able to have that cultural experience.”**

**78%** of those surveyed said the arts are a “positive experience in a troubled world.”

*Findings from Americans for the Arts, Arts and Economic Prosperity Study 6 (2023)*

As part of the 2024 “Northglenn Playbook: Parks, Recreation and Culture Long-Range Plan,” a statistically valid survey was conducted. When asked about the importance of arts and culture opportunities, respondents strongly stated (rated 4.2 out of 5) that arts and culture are important for:

- “creating a sense of place and community pride,”
- “bringing communities together,” and
- “improving Northglenn’s reputation.”

**Northglenn has already invested heavily in the arts and this new Long-Range Plan will provide comprehensive guidance for this sector so it will not only survive, but thrive.**



## PLAN ALIGNMENT

This plan is one of several guiding documents that influence arts and culture through the NAHF and the City of Northglenn. Conversely, this plan should be taken into consideration in the development of updates to each of these other planning documents, as applicable. Documents that should be considered, both in their current form and as future updates occur, include:

- NAHF Strategic Plan (2022)
- City of Northglenn Strategic Plan (2019-2023)
- Looking Up! City of Northglenn Comprehensive Plan (2023)
- Northglenn Playbook, Department of Parks Recreation & Culture Long-Range Plan (2024)

The NAHF has a strong history of strategic planning to meet its goals. Regularly crafted five-year plans help the NAHF work in harmony and in conjunction with the vision and goals of the City with the ultimate goal of forwarding arts and culture for Northglenn. The NAHF’s strategic planning helped to guide Northglenn Arts through the opening of the new Parsons Theatre and the most recent plan was foundational for this Long-Range Plan.

For the City of Northglenn’s planning, the City Council Strategic Plan (2019-2023; 2021 Update) specifically calls out in Priority Area six providing “high-quality cultural arts programming that is inclusive and reflective of our diverse community.” The City’s recently adopted 20-year comprehensive plan, *Looking Up! A Vision for Northglenn’s Future*, mentions an overall focus on equity and resilience which aligns with Northglenn Arts’ goals and values and touches on creating a sense of place. The plan does not outline any specific goals around arts and culture for inclusion in this Long-Range Plan. (See the appendix for full report on plan alignment).



## HOW TO USE THIS PLAN

“The Stage is Set: Northglenn Arts Long-Range Plan” is intended to guide Northglenn Arts and the NAHF for the next 10 to 15 years. For this plan to be successful, it should be revisited annually to track outcomes with a report-on-progress compiled for the NAHF Board. Key strategies and implementation steps should also be reviewed and incorporated into budgetary cycles, NAHF Strategic Plan(s), and staff work plans.

Because of the longer plan window, this plan is intended as a living, working document to allow for evolving priorities and unexpected opportunities. Through regular review, the NAHF and Cultural Division staff can utilize the plan to adjust as needed.

## PERFORMANCE MEASURES

Northglenn Arts uses a number of different methods for measuring performance including rates of annual attendance (both paid and unpaid), number of partnerships, volunteerism in the form of hours contributed, and youth participation numbers. With this plan, Northglenn Arts can consider also using quantitative survey ratings and “net promoter scores” (measuring a patron’s loyalty by looking at their likelihood of recommendation) to evaluate the success of its programming and services, setting annual fundraising goals and measuring fundraising outcomes against goals, identifying anticipated increases in the number of events and programs hosted that promote cultural diversity, and any increases in per capita funding committed to cultural arts programming, as recommended in City Council’s strategic plan.



setting...

# METHODOLOGY

In early 2023, the NAHF Board engaged Stilwell Cultural Consulting to expand on NAHF's strong history of strategic planning to develop a plan to ensure the long-term success and sustainability of Northglenn Arts.

For this Long-Range Plan, Stilwell Cultural Consulting engaged in:

- Research and analysis of existing programs, policies and procedures, and benchmarking the leading practices in arts and culture.

---

- Research and analysis of existing public art programs.

---

- Analysis of demographics and population trends.

---

- Community immersion tours of theatre, public art and surrounding area.

---

- Review and assessment of existing City of Northglenn planning documents and NAHF strategic plans.

---

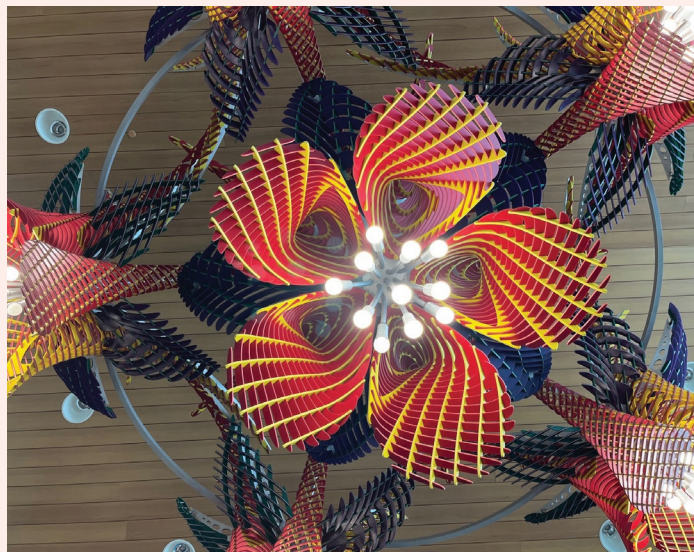
- Robust engagement with the community, including stakeholder interviews, focus groups, a community open house, pop-up booths at three community events, and participating in the Art on Parade selection meeting.

---

- Conducting a statistically valid survey in cooperation with the Parks and Recreation planning consultant (MIG, Inc.), as well as a values survey and strategic goals review.

---

- Hosting multiple work sessions with the NAHF Board and a mission workshop with Cultural Division staff.



# COMMUNITY SNAPSHOT

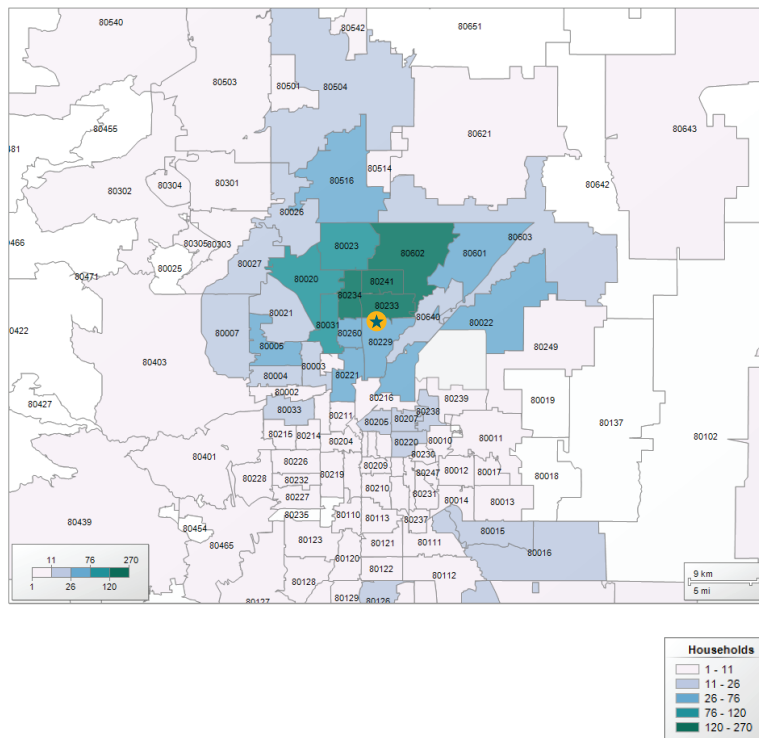
## PLACE

The City of Northglenn is the heart of the North Denver Metro Region. It is conveniently located 15 minutes from downtown Denver and 25 minutes from Denver International Airport. The N Line commuter rail opened in 2020, with one stop in Northglenn, providing service north to 124th and south to Denver’s Union Station. Interstate 25 intersects Northglenn near the Civic Center. Surrounded by the cities of Thornton and Westminster, this land-locked 6.45 square mile enclave is home to 38,870 residents.

## REGIONALITY

As is common with most suburban communities, the bulk of the 13,513 jobs within Northglenn are filled by those who live outside of the city (12,423). Conversely, 17,619 Northglenn residents work outside of Northglenn. A similar statistic also applies to the Parsons Theatre and its program participants. In 2022, approximately 20% of patrons were Northglenn residents and 80% hailed from zip codes outside of Northglenn.

## HOUSEHOLDS ATTENDING PARSONS THEATRE, 2023



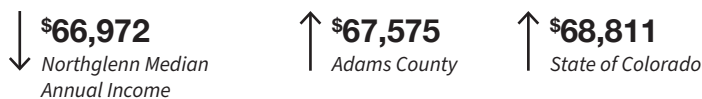
## PEOPLE

The population has grown by just 8.3% over the last ten years. Of Northglenn’s 38,870 residents, about 60% identify as white alone and about 34% of the population is Hispanic. The Hispanic-identifying population of Northglenn has grown at a rate of 21.5% since 2010. The median age of Northglenn residents is 33.3 years old, which is younger than both the county (34.1) and the state (37.1). Although the population isn’t growing rapidly, the community is getting younger and more diverse.



## AFFORDABILITY

Housing in Northglenn is considered more affordable than other places in the region. The median housing cost of \$500,000, which is projected to continue to rise, may still be unattainable for many.



These demographic details help us understand how the community and its potential needs are changing.

<b>33.6%</b> Hispanic	<b>59.5%</b> White alone	<b>1.8%</b> African American alone	<b>.5%</b> Native American/ Alaska Native	<b>2.9%</b> Asian
--------------------------	-----------------------------	---------------------------------------	---	----------------------

\*Source: State Demographer’s Office as included in Looking Up! A Vision for Northglenn’s Future, Northglenn’s Comprehensive Plan, 2023

dialogue...

# KEY FINDINGS



## PARSONS THEATRE: THE STAGE IS SET

- The City of Northglenn invested heavily in the new Parsons Theatre and the community is proud to have a state-of-the-art theatre in their own backyard.
- The Parsons Theatre itself benchmarks well against similar-sized theatres, both locally and nationally, with its pristine acoustics, raked seating, ADA accessibility and expansive theatrical support spaces. Now greater staff capacity and infrastructure is needed to fully realize its potential.
- The lack of dedicated classroom spaces limits the ability to offer more classes, workshops, and camps, especially with visual arts programming.
- Parking is perceived to be a barrier to increasing participation.
- Regional arts organizations love performing at the Parsons Theatre because of its quality, access to new audiences, and the opportunity to partner with another SCFD-supported organization.

## NORTHGLENN IS CHANGING

- Demographic data shows that Northglenn is growing more diverse. There is a strong desire within Northglenn Arts to connect and engage with the growing Hispanic community\* as well as the many other diverse cultures represented within Northglenn.
- Northglenn is also growing younger. More young families are being drawn to the area for more affordable housing options, potentially creating more demand for Northglenn Youth Theatre offerings.
- Northglenn Arts draws from the north metro region and beyond, and just as people move throughout the region for employment, so too are they fluid in seeking arts and culture experiences.
- Survey data shows that there is room to attract more Northglenn residents. Less than a third of survey respondents said their needs were being completely met by the Parsons Theatre, performances and performing arts classes.

The term Hispanic, as defined and utilized by the Colorado State Demography Office, is used throughout this document to represent people who identify as Hispanic, Latino, Latina or who identify their ancestry from a country whose primary language is Spanish or with origins from Latin America, South America or the Caribbean.

## COMPETITION IS IMMINENT

- Several entities and municipalities are considering constructing a new theatre or cultural amenity within 10 miles of the Parsons Theatre. Exactly where and when this might happen is unknown, but we are certain the future holds growing competition in the region.
- Northglenn Youth Theatre is a flagship program for the region, a trusted brand, and the competitive advantage for Northglenn Arts, but the community wants more. In particular, higher caliber classes, workshops and camps are desired by the community.
- Northglenn Arts hosts free summer concerts on the Festival Lawn, but there are 10+ free concert series happening in adjacent communities including a similar offering produced by the City of Northglenn Events division.
- A growing number of organizations are applying for SCFD Tier III Adams County grants, increasing competition and potentially impacting the amount of grant awards to Northglenn Arts.



## VISUAL ARTS: ROOM TO DEVELOP

- Visual arts classes and exhibits are strong and of interest to the community but inconsistent due to limited resources, space and staffing.
- Public Art is a highlight for many community members, who regularly engage in voting for the Art on Parade People's Choice purchase award.



direction...

# THE FUTURE ILLUMINATED



The results of research, analysis and engagement with the NAHF Board, staff and the community laid the foundation for this Northglenn Arts Long-Range Plan. This next section sets forth a new, aspirational vision, a refreshed mission and guiding values for Northglenn Arts. The prior mission served the organization well but had been derived decades ago and revision was needed to meet the moment and the future to come. Then the following pages outline concrete goals, strategies and action steps to illuminate the path forward to our collective creative future.

## VISION:

Northglenn Arts is a beacon for arts in the north metro region. It is recognized throughout the state as a destination for performing and visual arts, featuring diverse voices and inclusive storytelling. Warm, friendly and inviting, Parsons Theatre is known for being welcoming to all and is trusted to deliver top-notch art experiences, from renowned youth theatre and national performances to public art and gallery exhibits that highlight and support creative expression throughout the region.

## MISSION:

Northglenn Arts nurtures, engages, and uplifts our diverse community by providing performing and visual art experiences, and opportunities for creative expression.

## VALUES:

We do this by:

- Striving to provide access to the arts for all.
- Sharing diverse stories representative of our community and the world in which we live.
- Stewarding a safe space that is welcoming and accessible for the community to gather and experience creativity and the arts.
- Offering self-expression and educational opportunities in the performing and visual arts.
- Developing and supporting successful collaborations between arts organizations, businesses, service groups, schools, and artists for the optimum utilization of artistic and financial resources.
- Enhancing the landscape through dynamic and representative public art.
- Presenting high-quality artistry that brings greater awareness of the arts to our community.

resolution...

# GOALS, STRATEGIES & ACTION STEPS



## the stage is set...

### GOAL 1

Capitalize on Northglenn's arts and culture strengths to solidify and build its competitive advantage in the region.

## welcome one and all...

### GOAL 2

Create a welcoming, inclusive, safe and accessible space for the community to gather and engage with creativity and the arts.

## raise the curtain...

### GOAL 3

Nurture, engage and uplift our community through performing and visual arts experiences.

## standing ovation for our sponsors...

### GOAL 4

Build upon the success of the Northglenn Arts and Humanities Foundation in supporting Northglenn Arts.

## behind the scenes...

### GOAL 5

Build internal capacity for success and operational excellence.

# THE STAGE IS SET

## GOAL 1

**Capitalize on Northglenn’s arts and culture strengths to solidify and build its competitive advantage in the region.**

The new Parsons Theatre is a beautiful, professional venue with well-designed support spaces, gallery walls, and community rooms; the physical infrastructure for the Parsons Theatre is complete and ready for success. If Northglenn Arts leans into its strengths and bolsters its operations, staffing, branding, and marketing, it will solidify and enhance Northglenn Arts’ market position regardless of future competition.



## GOAL 1 STRATEGIES



### REGIONAL DRAW

**Strengthen Northglenn Arts' market position and draw in the region through enhanced, segmented and expanded branding and marketing.**

**43% of respondents said that more communication about current arts and culture offerings would increase their participation.**



Northglenn Playbook: Parks, Recreation and Culture Long-Range Plan survey.

## ACTION STEPS

- A.** Create separate brands and identities, communications/marketing plans for “Parsons Theatre Presents” and “Northglenn Youth Theatre” under the umbrella of Northglenn Arts.
  - i.** Prioritize a new brand for “Parsons Theatre Presents” as a new, professional level brand, and be selective in its usage.
- B.** Raise the level of marketing expertise and excellence across all media, especially social media.
  - i.** Hire or contract additional staff for heightened marketing strategy.
  - ii.** Develop an annual marketing plan to leverage annual ad buys, targeted advertising, and coordinate strategy across all platforms.
  - iii.** Increase funding dedicated to marketing with a target of 20% of artist fee per show.
  - iv.** Consider interactive social media strategy that is separate from sales.
    - 1.** Augment transactional sales marketing with narratives and stories about programs and performances, highlighting their value and interest to the community. (i.e. “Sneak Peeks” “Behind the Scenes,” “Meet the Choreographer,” etc.)
- C.** Consider creating all marketing materials in Spanish and English.
- D.** Focus on venue marketing to ensure Parsons Theatre is a noted stop for any tour of its size and is well known as a venue along the front range.
- E.** Improve exterior signage identifying the Parsons Theatre and its programming.
  - i.** A dynamic, marquee-style signage on the facade facing I-25 at a size that can be seen by drivers.
  - ii.** Digital marquee installed on Community Center Drive.
  - iii.** Directional text to back of existing parking lot sign (southeast).
- F.** Develop marketing partnerships with area businesses to support concessions (e.g., feature local breweries, vendors at the venue).



## GOAL 1 STRATEGIES



**NORTHGLENN  
YOUTH  
THEATRE**

**Enshrine the success of Northglenn Youth Theatre (NYT) as the foundational program of Northglenn Arts by elevating it to premier status.**

## ACTION STEPS

- A.** Create a business plan for NYT for long-term success, including a plan to increase the number of youth who can be impacted by Northglenn Youth Theatre.
- B.** Further expand the NYT Academy with robust, articulated classes, workshops and camps that culminate in small performances to engage youth not selected for NYT mainstage productions (e.g., recitals, improv, and sketch comedy).
  - i.** Consider expanding theatre training to include mentorships, playwriting, production design and directing.
  - ii.** Greatly increase the number of BIPOC instructors and youth in classes and workshops.
  - iii.** Consider asking youth/students to assist in creating marketing materials (videos, social media, photos) and perhaps making it a class or workshop.
- C.** Add staffing to support existing and expanded offerings (see Goal 5).
- D.** Locate additional classroom spaces for NYT to support expanded programming.
  - i.** Leverage existing spaces within the Recreation Center, Senior Center and Community Rooms to accommodate demand for these activities.
  - ii.** Prioritize Northglenn Arts classes and programs in theatre adjacent rooms.
  - iii.** Identify and advocate for future expansion spaces for programming and classes (Stonehocker, City Center, redevelopment areas, off-site shared spaces).
- E.** Seek to expand NYT's reach beyond the walls of Parsons out into the community, such as presenting short scenes or performances in schools, libraries, retirement homes, outdoor concerts or other public spaces. This builds awareness, value to the community and fans.
- F.** Strike a balance between traditional theatrical and musical titles with stories that are more culturally specific and help expand opportunities to engage Hispanic and BIPOC communities.
- G.** Engage the passion of NYT participants, families, and alumni for fundraising opportunities, including expanding the endowment for Northglenn Youth Theatre to safeguard the program long-term.

## GOAL 1 STRATEGIES



### LOYAL PATRONS

## Retain and grow loyal patrons to Northglenn Arts.

## ACTION STEPS

- A.** Continue building on innovative, engaging, and creative practices to connect with communities, especially post-pandemic.
  - i.** Continue to present high-quality, trusted shows as well as novel, unique, diverse storytelling to engage new and existing audiences, ensuring Northglenn Arts is relevant, meaningful and in service to the community.
  - ii.** Bring art experiences to the community outside of the theatre walls, meeting people where they are, to reach new audiences, increase engagement and create visibility (see Goal 3).
  - iii.** Continue relationship-building efforts to engage the multicultural communities of Northglenn, including the Hispanic community.
  - iv.** Explore new ticketing trends like the flexible loyalty models, discount cards, or all access season passes in addition to the flexible “choose your own” season ticket buying option already offered.
- B.** Grow NYT participation and expand pool of loyal students and families.
  - i.** Develop intentional recruitment efforts to attract new participants from underserved communities, including the Hispanic community.
  - ii.** Substantially grow the Northglenn Youth Theatre Scholarship Endowment through the Rose Community Foundation to ensure that all youth, regardless of economic background, have access to NYT and its many programs for generations to come.
- C.** Continue to build community partnerships to expand reach and visibility, such as sponsorships, in-kind donations, discounts for patrons to area businesses, etc.

## GOAL 1 STRATEGIES



### PARTNERSHIPS

**Continue to leverage partnerships to present diverse voices and stories representative of our community and the world at the Parsons Theatre.**

## ACTION STEPS

- A.** Consider expanding multi-year cultural or performing arts residency partnerships to create long-term momentum and audience relationships.
- B.** Prioritize partnering with SCFD-funded organizations and serve as the premier venue for their large-scale performances.
- C.** Create audience development opportunities by presenting small performances and artistic initiatives created by local performing arts, music, and dance organizations.
- D.** Seek out coalitions and partnerships with other north metro regional arts venues.
  - i.** Investigate possibilities of sharing technical crew, education and outreach staff or exhibits, visual arts and/or public art staff.



### INVEST

**Leverage the Parsons Theatre and Northglenn Arts as a central value of the City of Northglenn and ensure the arts are embedded in Northglenn's future growth and development.**

- A.** Integrate arts, culture and placemaking strategies in future Northglenn City-led projects and plans. (e.g., Civic Center Phase III, Centennial Sculpture Park, future redevelopment plans, Stonehocker feasibility studies, parking and transportation studies).
- B.** Seek more interaction and collaboration between City departments, boards, and the NAHF Board and staff.
- C.** Advocate for inclusion of arts and culture in all aspects of future City Planning.
  - i.** Ensure that there is representation from the Cultural Division at the table for future City planning efforts, as applicable.

**GOAL 2**

**Create a welcoming, inclusive, safe and accessible space for the community to gather and engage with creativity and the arts.**

Northglenn is becoming younger and more diverse, and Northglenn Arts has a strong desire to serve and reach the north metro community. Northglenn Arts is committed to building pathways for engagement and being welcoming to all, providing equitable access and nurturing, engaging, and uplifting Northglenn and the north metro area’s diverse communities.



## GOAL 2 STRATEGIES



### WELCOME & INVITING

**Ensure Northglenn Arts programming and the Parsons Theatre are welcoming and inviting to all.**

## ACTION STEPS

- A.** Aim to provide equitable access for all socio-economic groups.
  - i.** Enhance scholarship opportunities (or sliding scales) for youth classes and NYT participation and focus fundraising activities on supporting them.
  - ii.** Offer ticketing fees that allow lower-income earners to attend prime-time performances and/or access best seats.
    - Consider “Pay-what-you-can” and/or last row discounts.
    - Consider a “pay-it-forward” program and/or retain some of the best seats for day-of-sales or last-minute discounts or other programs that focus on equitable access to the best seats.
    - Explore partnerships with Anythink Libraries for connecting with community through collaborations (e.g., collaborative programs, “checkout a ticket”).
  - iii.** Continue to offer public art opportunities and performances that are free of charge and accessible for the entire community.
- B.** Continue to build programming and services around accessibility for all physical, developmental, and social abilities.
- C.** Develop creative ways to welcome patrons, especially newcomers. Consider: Cards or swag on seats welcoming first time patrons, greeters at the door, email with a video showing what to expect when you arrive (parking lot to seat).

## GOAL 2 STRATEGIES



### **BUILD CONNECTIONS**

**Build pathways to connect with diverse communities, especially Northglenn’s growing Hispanic community.**

## ACTION STEPS

- A.** Engage diverse Northglenn residents as collaborators and advisors in developing performing and visual arts experiences.
  - i.** Develop a diverse alliance or other special advisory committees that could be made up of representative staff, artists, and community members to collaborate with leadership.
- B.** As a community advisory group, the Northglenn Arts and Humanities Foundation Board should focus on being more representative of Northglenn demographics.
- C.** Embrace experimentation and present more Spanish-language programming in consultation with diverse Northglenn residents.
- D.** Seek to hire more Spanish-speaking staff, creative and instructional contractors, consultants, and volunteers.
- E.** Develop marketing/outreach plan specific to the Hispanic community.
  - i.** Research specific marketing channels that reach diverse audiences (radio, newspapers, blogs or websites, chambers, etc.).
  - ii.** Produce culturally sensitive communications materials.
  - iii.** Create marketing materials in Spanish and English.
  - iv.** Consider purchasing mailing lists and using direct mail to specifically invite Northglenn and north metro neighborhoods into the theatre.

## GOAL 2 STRATEGIES



### “STARK RAVING FANS”

**Create “Stark Raving Fans” of the Parsons Theatre – patrons who visit again and again no matter the production.**

## ACTION STEPS

- A.** Focus on customer service and the “Second Experience,” which is everything that happens off stage from the time a patron buys their ticket until they get in the car to return home.
  - i.** Consider partnerships to create “total evening experiences” with childcare, cocktail hours or even dinner partnerships with area restaurants.
  - ii.** Expand surveys to ask attendees to rate all elements of the experience (food & beverage, ticketing, ushers, advertising, etc.) with the intention of responding to feedback to provide customers what they want.
  - iii.** Re-develop post-event surveys to provide quantitative data (ratings) that can be compared over time and consider incorporating a “net promoter score” (see appendix).
- B.** Address the existing lack of parking available for theatre patrons that is becoming a barrier to attendance. Consider both short-term and long-term solutions.
  - i.** Consider shuttle service using existing vehicle fleet.
  - ii.** Advocate for additional parking to serve theatre participants by being “at the table” for the City’s exploration of long-term parking solutions.
- C.** Consider better promotion/utilization of existing ride share programs through the Senior Center.



### REGIONAL HUB

**Become a regional hub for arts development that supports local artists, producers and arts organizations.**

- A.** Partner with guest curators for the exhibition program.
- B.** Create incubators to ideate, build and test new performing arts programs and new audiences (i.e., small performances in community rooms, playwright and reading workshops, producing a regional work).

**GOAL 3**

**Nurture, engage and uplift our community through performing and visual arts experiences.**

Northglenn Arts is already a known and trusted brand for delivering terrific programming and arts experiences in the north metro region. Northglenn Arts can continue to build its programmatic activities.





## GOAL 3 STRATEGIES

### PROGRAMS



**Consider a long-term plan for developing performing arts classes for adults based on the NYT Academy model.**

## ACTION STEPS

- A. Tailor art experiences for the built-in Senior Center audience and the broader adult community, such as social dance or crafts.
- B. Create “Art for All Ages” intergenerational opportunities that bring seniors and kids together (collaborative workshops between seniors and youth from the on-site preschool).

### PROGRAMS



**Develop additional educational programs that reach into area schools and the community, as well as bring more students into the theatre.**

- A. Increase opportunities for visiting artists to interact with the community. (e.g., masterclasses and artist visits to schools or other community centers). Negotiate these activities as part of contracts with regional partners and national tours.
- B. Continue to present diverse voices in the theater and prioritize these performances and artists for engaging youth through outreach.
- C. Greatly expand marketing and partnerships with school groups and special needs groups to increase attendance at performances in the theatre.
- D. Develop teacher guides to connect performances to curriculum, helping teachers meet classroom standards.
- E. Promote inclusivity by prioritizing schools with highest percentage of free-and-reduced lunch students for outreach; fundraise to subsidize buses and attendance fees for lower-income students.
- F. Build on partnerships with Northglenn secondary schools to further engage students, such as special events or careers days in the arts, mentorships, panel discussions, internships, tours, etc.
- G. Increase dedicated staffing to support education and outreach.

**Respondents strongly agree (rating 4.4 out of 5) that arts and culture opportunities are important to “providing opportunities for kids to learn and grow.”**



Northglenn Playbook: Parks, Recreation and Culture Long-Range Plan survey.

## GOAL 3 STRATEGIES

## ACTION STEPS

### PERFORMING ARTS



**Continue to present high-quality artistry and balance popular programming with unique or experimental storytelling experiences.**

- A. Continue to broaden offerings to include diverse voices as well as experimental performances.
- B. Continue to present national touring productions according to an internal pro forma budget.

### PERFORMING ARTS



**Strive to uplift and engage new and diverse audiences through Presenting.**

- A. Engage a diverse range of Northglenn area residents as collaborators and advisors in presenting the performing arts.
- B. Consider incremental increases in performances geared towards targeted audiences, with new audience segment goals each year.

## GOAL 3 STRATEGIES

### PERFORMING ARTS



**Develop policies and procedures to support Presenting productions and rentals to ensure consistency as the theatre becomes busier.**

## ACTION STEPS

- A.** Create a formal written and fully transparent booking hierarchy to keep priorities in place. Consider prioritizing as follows:
  - 1.** NYT Mainstage Productions
  - 2.** Presenting Regional Partners
  - 3.** Presenting National tours: fill in with national tours
  - 4.** Renting to other arts producers
  - 5.** Renting for non-arts events
- B.** Explore crafting contracts/policies to avoid “bad players” (no blind holds or unknown entities, require references) utilizing city legal council.

### PERFORMING ARTS



**Reframe outdoor summer concerts/movies for efficiency and impact.**

- A.** Increase coordination with City event staff to create a slate of meaningful and targeted concert offerings across the summer months.
- B.** Review “free concert” market within the region to avoid duplication of existing efforts and over-saturation.
- C.** Consider producing fewer concerts with an expanded slate of activities (e.g., more family activities, art making opportunities, food trucks, “opening acts” from NYT or other summer camps).
- D.** Consider a movie or music performance with the same theme as an upcoming theatre performance.

**62% of respondents state that outdoor concerts/movies are “important” or “very important” to them and their families.**



Northglenn Playbook: Parks, Recreation and Culture Long-Range Plan survey.

## GOAL 3 STRATEGIES

### VISUAL ARTS



**Build infrastructure to support a strong visual art program.**

## ACTION STEPS

- A.** Explore hiring dedicated staff to oversee the gallery exhibitions program and the public art program.
- B.** Develop a simple and consistent process for exhibitions within the venue.
- C.** Engage and promote local and regional artists through participation in the exhibition program.
- D.** Explore activating blank wall spaces in Parsons Theatre and Recreation Center with temporary or permanent two-dimensional art.
- E.** Investigate expanding two-dimensional exhibitions or commissions within City Hall and other City buildings.



## GOAL 3 STRATEGIES

### VISUAL ARTS



**Expand and diversify the public art program to enhance the local landscape and engage the community.**

## ACTION STEPS

- A.** Update the Public Art Policies document to reflect current standard practice and make it more “evergreen.”
- B.** Advocate and participate in the planning for amenities and improvements in Centennial Park to build out the community’s sculpture park through Parks Planning (i.e., lighting, irrigation, paths and accessibility, benches, and signage).
- C.** Improve Art on Parade program policies and process with the goal of increasing collection diversity.
  - i.** Look for ways to diversify the collection—scale, materials, subject matter, interactivity, artists, including consideration of an initial screening process.
  - ii.** Investigate the “People’s Choice” process and opportunities to engage jurors in a more robust discussion of which artwork will diversify the collection.
- D.** Investigate additional funding sources for permanent acquisitions.
  - i.** Consider a developer program and/or requirements in redevelopment or construction zones, etc.
  - ii.** Advocate for “Percent for Art” on new projects.
- E.** Seek to distribute public art throughout the Community utilizing NAHF comprehensive list.
  - i.** Explore possibilities of private or school district property partnerships.
- F.** Engage with City staff and leadership in Phase III of the City Center development and other new projects to seek opportunities for place-making through public art.
- G.** Produce a Public Art guide for download or print.

## GOAL 3 STRATEGIES

## ACTION STEPS

### VISUAL ARTS



### **Explore opportunities for future visual arts classes, workshops, and partnerships.**

- A.** Consider reducing investment in visual arts classes until Northglenn Arts has dedicated staffing and has wet/dirty classrooms to support visual arts classes.
- B.** Advocate for additional visual arts spaces or investigate partnerships for makerspaces, studio spaces, wet/dirty classrooms, and exhibit spaces.
- C.** Explore partnership with Northglenn Historic Commission to utilize Stonehocker facilities as a visual arts hub for the community.
- D.** As space is secured, invest in dedicated visual arts teachers and promote a full slate of visual arts classes and workshops.

**GOAL 4**

**Build upon the success of the Northglenn Arts and Humanities Foundation in supporting Northglenn Arts.**

The Northglenn Arts and Humanities Foundation (NAHF) is the long-standing non-profit fundraising arm for Northglenn Arts and is consistently one of the largest SCFD Tier III grantees in Adams County. Northglenn Arts can thrive by building on NAHF’s success as a separate nonprofit support organization.



## GOAL 4 STRATEGIES



### CONTINUED SUCCESS

**Sustain and build on the success of NAHF as a separate 501(c)3 support organization.**

## ACTION STEPS

- A. Develop a brand for NAHF that parallels that of Northglenn Arts and identify NAHF specifically as a separate (yet connected) fundraising arm.
- B. Continue to educate City Staff, elected officials and other stakeholders on the role of the NAHF and its successes.



### BOARD EVOLUTION

**Evolve the NAHF Board from a working board towards a board focused on governance and fundraising in order to expand fund development efforts and support the growth of arts experiences in Northglenn.**

- A. Host board development retreats to understand and plan for this transition over time.
- B. Define the roles and responsibilities of board members, particularly around fundraising, and share this role with potential new board members.
- C. Develop sequential fundraising plans to define and focus fundraising efforts. The plans should include:
  - i. Specific fundraising amounts to be raised and for what needs; include timelines, responsibilities, and activities to be undertaken.
  - ii. Specific fundraising activities. For consideration:
    - Baseline annual campaigns and simple online donation methods.
    - Engaging NYT loyalists in fundraising; consider a fundraising event(s) that provides a reunion atmosphere for NYT alumni, families, and fans.
    - Developing sponsorship levels that provide marketing visibility and benefits for local/regional businesses (e.g., Presenting sponsors, advertising, and billboard placement).
    - Growing the Youth Theatre Scholarship Endowment to a level that will provide participants with generational access to scholarships.
  - iii. Exploring endowment opportunities to support other programs in addition to NYT, ensuring the health of all Northglenn Arts programs.





### FUNDRAISING SUPPORT

**Develop the operational infrastructure of NAHF to support its work in fundraising and to support the mission of Northglenn Arts**

- A.** Consider hiring an NAHF staff person and/or consultants to help support the board and guide fundraising efforts.
- B.** Ensure staff and volunteers (including board members) adhere to the Code of Ethical Standards of the Association of Fundraising Professionals.

**GOAL 5**

**Build internal capacity for success and operational excellence.**

Anticipation and expectations of Northglenn Arts by the community continues to grow. To fulfill the goals of this plan, it is essential for Northglenn Arts to consider its current structure and increase its capacity in facilities, technology, staffing, and financial resources.



## GOAL 5 STRATEGIES



### CITY STRUCTURE

**Consider future restructuring of the Cultural division within the City organization with goals of increasing visibility, advocacy, engagement with City planning, and setting up the appropriate structure to qualify for Scientific and Cultural Facilities District (SCFD) Tier II funding.**

#### **SCFD Tier II Facts**

Northglenn Arts is already competitive in the SCFD Tier III grant category, receiving the largest Tier III grants awarded in Adams County. In order for Northglenn Arts to qualify for potentially larger SCFD Tier II grants, the organization would need to address two key requirements:

1. The 2024 Tier II threshold for qualifying income is \$1.8 million. As of 2023, Northglenn Arts does not meet the threshold.
2. Tier II requires a single qualifying entity to be the applicant with all qualifying income held by that entity. Currently, the City and NAHF combine their income on paper for Tier III, but this is not allowed for Tier II.

To meet these requirements for Tier II, all income would need to be consolidated either under the NAHF or the City to qualify. If that entity is the City, the Culture Division would also need to be a standalone division with a separate budget that can be audited and with dedicated culture staff.

This Long-Range Plan recommends Northglenn Arts continue to track the qualifying income threshold for Tier II as Northglenn Arts income grows closer to the threshold number. At that time, re-evaluate whether Tier II will actually provide more funding than Tier III, since Tier II is based on a formula tied to attendance and revenue. Also, this Plan recommends beginning internal conversations between the City and NAHF regarding their partnership and how they might create a structure that would make it possible to qualify for SCFD Tier II in the future (see the appendix for a more detailed analysis of SCFD Tier II).

## GOAL 5 STRATEGIES



### FACILITIES

**Seek opportunities to expand facilities based on program and market needs, through the City or partnerships like classrooms, exhibit space, and parking and advocate for those needs as indicated throughout in this Plan.**

## GOAL 5 STRATEGIES



### TECHNOLOGY

**Continue to invest in technology and software advancements to support theatre ticketing, marketing, donations, and programming.**

## ACTION STEPS

- A.** As fundraising becomes a higher priority for the NAHF, consider investing in donor software to manage donations and donor stewardship.
- B.** Strive to find a solution that enables patrons to donate through existing ticketing software and is easy to transfer to NAHF to enhance fundraising efforts.
- C.** Continue to update ticketing software and scheduling/event software and take advantage of integrated tools to enhance data collection and support marketing efforts.

## GOAL 5 STRATEGIES



### STAFFING

## Strategically increase staffing for Northglenn Arts to support existing operations and grow capacity to reach the goals in this plan.

---

#### **Staffing Enables Growth**

*Northglenn Arts staff members are employed and funded by the City of Northglenn through the Parks, Recreation and Culture Department. While the Culture Division has gained four full-time and two part-time staff since 2019, Northglenn Arts is still understaffed. Strategic increases in staffing will be critical to meet the demands and expectations of the community and to realize the full potential of Northglenn Arts.*

## ACTION STEPS

- A.** When developing each position over the long term, careful financial consideration will need to be done to determine if a position is service-based or should show a financial offset.
- B.** When considering new positions, prioritize the need for effective succession planning and ongoing consistency in program management.
- C.** Evaluate the job descriptions of existing staff members, teasing them apart and realigning them, as many staff are covering multiple positions which have been cobbled together over time.
- D.** Invest in part-time teachers to reduce turn over.
  - i.** Offer more regular work by expanding classes/ workshops/camps to youth, seniors or intergenerational groups.
  - ii.** Offer professional development opportunities.
  - iii.** Ensure market pay or higher.
  - iv.** Consider creating a roster of teaching artists that can be hired by other organizations (schools, libraries, home schools, etc.) to facilitate or produce performing arts educational opportunities.
- E.** Hire or contract a staff person specifically by and for the NAHF to support its goals and collaborate with the City Arts, Culture and Community Manager, especially around fundraising.
- F.** Hire additional staff to redistribute some of the responsibilities currently covered by the Arts, Culture & Community Manager, thus allowing this position to focus on other priorities such as expanding partnerships, building community engagement and fundraising.

**G.** Consider adding the following positions as key needs for Northglenn Arts:

**I. PATRON SERVICES ASSISTANT:**

Supports group sales, volunteer coordination, hospitality, and show coverage.

**II. PATRON SERVICES:**

Supports box office operations. Northglenn Arts currently has one full time employee (FTE) in the box office for every hour open. This should be increased by at least one FTE to be able to expand Community Room and Activity Room rentals and usage, increase theatre productions, and broaden classes, camps, and workshops offerings.

**III. RENTALS EVENT COORDINATOR:**

Manages all support space and theatre rentals, allowing for additional large-scale events and greatly increasing revenue.

**IV. EDUCATION ASSISTANT:**

Provides additional support for existing programs and helps expand NYT Academy classes, camps, and workshops.

**V. MARKETING COORDINATOR:**

Brings additional expertise and capacity to increase marketing efforts that impact sales, participation, engagement, audience development, and financial success. Marketing directly impacts the success of Northglenn Arts in terms of ticket sales, participation, engagement, audience development, and financial success. As a regional draw, Northglenn Arts needs to be reaching the north metro region. Presenting a new slate of shows every season means approximately 50% of audiences are brand-new each year, requiring greater marketing investment and sophistication to retain, attract, and grow diverse audiences each season. Such investment and effort requires additional dedicated professional marketing staff.

**VI. OUTREACH AND COMMUNITY ENGAGEMENT COORDINATOR:**

Coordinates outreach activities with schools and into the community. Outreach and community engagement is a critical component of any arts organization's role, but it takes time, coordination, and relationship building. This role is particularly important to the DEI goals Northglenn Arts is striving to meet.

**VII. VISUAL ARTS/PUBLIC ART COORDINATOR:**

Coordinates exhibitions within the facility and manages the public art program activities. This position could be part-time or contracted and would bring visual arts expertise to help grow the exhibitions and public art programs.



## GOAL 5 STRATEGIES



### FINANCES

## Sustain a balanced revenue mix and increase financial support for Northglenn Arts.

### **Financial Sustainability**

*The City of Northglenn and the NAHF have invested heavily in the new Parsons Theatre and supported ongoing arts and culture programming for decades. With the new venue, the responsibility of its success and that of Northglenn Arts is of prime importance to both entities.*

Respondents are favorable to additional spending for Parks, Recreation and Culture programs. While 43% said they'd prefer the City spend about the same, **47% said they'd like to see the City spend more.**



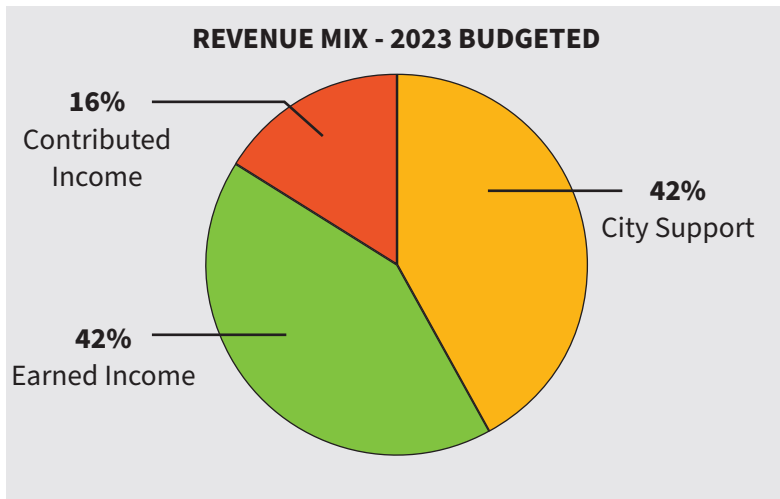
Northglenn Playbook: Parks, Recreation and Culture Long-Range Plan survey.

## ACTION STEPS

- A.** Maintain the City subsidy and seek to increase it as total revenue increases, through earned and contributed income, specifically to support increases in staffing.
  - i.** Consider requesting an increase in the per capita distributed to Northglenn Arts, as called out in the current City Council Strategic Plan.
- B.** Increase fundraising planning and efforts to grow all revenue for Northglenn Arts. Fundraising can support scholarship funding for NYT and Academy, subsidized tickets, increases in public art investment, increased funds for artist fees and diverse performances, and increased investment in theatrical personnel and materials, etc.
- C.** Continue to “right-price” ticketing and participation fees based on the market while also balancing accessibility and equity through special offerings, discounts, and scholarships.
  - i.** Consider both direct and indirect costs (instructors, support staff, administrative staff, facility, program supplies, etc.) when setting NYT tuition and class fees.
- D.** Consider implementing a facility fee on tickets to support future equipment and theatre furniture replacements.
- E.** Infuse additional marketing investment and efforts to fill existing classes to capacity, thus reducing the cost per student and increasing net revenue.

## REVENUE MIX

The revenue picture for Northglenn Arts is made up of a variety of sources including earned income, contributed income, and in-kind contributions. When evaluating the revenue picture, it is important to look at whether this mix of sources is appropriate, with no one source being overly relied upon to support the long-term sustainability of Northglenn Arts. This chart shows the revenue mix for Northglenn Arts:



This chart indicates an appropriate balance between City sources (42%) and contributed/earned sources (58%). A municipality can generally expect to subsidize 40%-60% of an arts and culture division focused on theater. Additional City support, through an increase in the per capita and/or general fund allocation, would assist Northglenn Arts in meeting its growing needs, specifically around adding staff.

**For every \$1 of city investment = \$1.42 in earned or contributed revenue from outside the city.**

When looking at the other sources of revenue, 42% of revenue is from earned income (ticket sales and registration fees) and only 16% from contributed income, with the largest contributed amount from SCFD grants (14%). Therefore, the biggest area for growth in revenue for Northglenn Arts is in contributed revenue in the form of donations, grants, sponsorships and other charitable fundraising efforts.

## THEATRE USAGE

- Parsons Theatre is heavily booked and in use 75% of available days throughout the year, with only 25% or about 90 days open (or unused) in 2022.
- Of those open days in 2022, only seven Fridays and nine Saturdays weren't booked, making these weekend days the most popular in the calendar year.

## COST OF CLASSES/CAMPS

In 2022, Northglenn Arts offered classes and camps in four categories. Below is a table showing the number of classes offered, program hours, net revenue for that category, and average cost per student and per program hour. As Northglenn Arts looks to build out its slate of classes, not only are performing arts classes most aligned with the popular NYT program, but these classes generate the most attendance and income with the lowest per student cost.

2022	# of Classes	Program Hours	Net Revenue	Average Cost per Student	Average Cost per Program Hour
<b>Performing Arts Classes &amp; Camps</b>	51	396.5	\$12,896	\$44.76	\$48.97
<b>Dance Classes - Theatre related</b>	19	103.5	-\$1,448	\$35.01	\$41.67
<b>Dance Classes - General</b>	24	100	\$2,417	\$27.26	\$59.21
<b>Visual Arts Classes</b>	11	114	\$528	\$97.73	\$55.33



### GOAL ONE

**1.1.a.** Create separate brands and identities, communications/marketing plans for “Parsons Theatre Presents” and “Northglenn Youth Theatre” under the umbrella of Northglenn Arts.

**1.1.a.i.** Prioritize a new brand for “Parsons Theatre Presents” as a new, professional level brand, and be selective in its usage.

**1.1.e.iii.** Add directional text to back of existing parking lot sign (southeast).

**1.4.b.** Prioritize partnering with SCFD-funded organizations and serve as the premier venue for their large-scale performances.

**1.5.c.** Advocate for inclusion of arts and culture in all aspects of future City Planning and (1.5.c.i.) ensure that there is representation from the Cultural Division at the table for future City planning efforts, as applicable.

### GOAL TWO

**2.2.e.ii.** Produce culturally sensitive communications materials.

**2.2.e.iii.** Create marketing materials in Spanish and English. (1.1.c)

**2.3.a.ii.** Expand surveys to ask attendees to rate all elements of the experience (food & beverage, ticketing, ushers, advertising, etc.) with the intention of responding to feedback to provide customers what they want.

**2.3.a.iii.** Re-develop post-event surveys to provide quantitative data (ratings) that can be compared over time and consider incorporating a “net promoter score” (see appendix).

**2.3.b.i.** Consider shuttle service using existing vehicle fleet.

**2.4.a.** Partner with guest curators for the exhibition program.

### GOAL THREE

**3.VA2.f.** Engage with City staff and leadership in Phase III of the City Center development and other new projects to seek opportunities for place-making through public art.

**3.VA1.b.** Develop a simple and consistent process for developing exhibits within the venue.B25:B30

**3.PA3.** Develop policies and procedures to support Presenting productions and rentals to ensure consistency as the theatre becomes busier.

**3.PA3.a.** Create a formal written and fully transparent booking hierarchy to keep priorities in place.

**3.PA4.b.** Review “free concert” market within the region to avoid duplication of existing efforts and over-saturation.

**3.VA1.d.** Explore activating blank wall spaces in Parsons Theatre and Recreation Center with temporary or permanent two-dimensional art.

**3.VA2.a.** Update the Public Art Policies document to reflect current standard practice and make it more “evergreen.”

**3.VA2.c.ii.** Investigate the “People’s Choice” process and opportunities to engage jurors more in a robust discussion of which artwork will diversify the collection.

### GOAL FOUR

**4.1.a.** Develop a brand for NAHF that parallels that of Northglenn Arts and identify NAHF specifically as a separate (yet connected) fundraising arm.

**4.2.c.ii** Consider specific fundraising activities: Baseline annual campaigns and simple online donation methods.

**4.2.a.** Host board development retreats to understand and plan for this transition [from working to governing/fundraising board] over time.

**4.2.b.** Define the roles and responsibilities of Board members, particularly around fundraising, and share this role with potential new board members.

**4.3.a.** Consider hiring an NAHF staff person and/or consultants to help support the board and guide fundraising efforts. (5.4.e.)

### GOAL FIVE

**5.3.b.** Strive to find a solution that enables patrons to donate through existing ticketing software and is easy to transfer to NAHF to enhance fundraising efforts.

**5.4.g.i.** Consider adding: Patron Services Assistant: Supports group sales, volunteer coordination, hospitality, and show coverage.

## GOAL ONE

**1.1.b.i.** Hire or contract additional staff for heightened marketing strategy. (5.4.g.v.).

**1.1.b.ii.** Develop an annual marketing plan to leverage annual ad buys, targeted advertising, and coordinate strategy across all platforms.

**1.1.b.iv.** Consider interactive social media strategy that is separate from sales.

**1.2.a.** Create a business plan for NYT for long-term success, including a plan to increase the number of youth who can be impacted by Northglenn Youth Theatre.

**1.2.b.** Further expand the NYT Academy with robust, articulated classes, workshops and camps that culminate in small performances to engage youth not selected for NYT mainstage productions (e.g., recitals, improv, and sketch comedy).

**1.2.b.ii.** Greatly increase the number of BIPOC instructors and youth in classes and workshops and (1.3.b.i.) develop intentional recruitment efforts to attract new participants from underserved communities, including the Hispanic community.

**1.2.d.** Locate additional classroom spaces for NYT to support expanded programming including (1.2.d.i.) leverage existing spaces within the Recreation Center, Senior Center and Community Rooms to accommodate demand for these activities, and (1.2.d.ii.) prioritize Northglenn Arts classes and programs in theatre adjacent rooms.

**1.2.f.** Strike a balance between traditional theatrical and musical titles with stories that are more culturally specific and help expand opportunities to engage Hispanic and BIPOC communities.

**1.2.g.** Engage the passion of NYT participants, families, and alumni for fundraising opportunities, including expanding the endowment for Northglenn Youth Theatre to safeguard the program long-term.

**1.4.c.** Create audience development opportunities by presenting small performances and artistic initiatives created by local performing arts, music, and dance organizations.

**1.5.b.** Seek more interaction and collaboration between City departments, boards, and the NAHF Board and staff.

## GOAL TWO

**2.1.a.i.** Enhance scholarship opportunities (or sliding scales) for youth classes and NYT participation and focus fundraising activities on supporting them.

**2.1.a.ii.** Offer ticketing fees that allow lower-income earners to attend prime-time performances and/or access best seats.

**2.2.a.** Engage diverse Northglenn residents as collaborators and advisors in developing performing and visual arts experiences. (2.2.a.i., 3.PA2.a.)

**2.2.c.** Embrace experimentation and present more Spanish-language programming in consultation with diverse Northglenn residents.

**2.2.e.** Develop marketing/outreach plan specific to the Hispanic community and (2.2.e.i.) research specific marketing channels that reach diverse audiences (radio, newspapers, blogs or websites, chambers, etc.).

**2.3.c.** Consider better promotion/utilization of existing ride share programs through the Senior Center.

**2.4.b.** Create incubators to ideate, build and test new performing arts programs and new audiences (i.e., small performances in community rooms, playwright and reading workshops, producing a regional work).

**GOAL 3-5 >>>**

## GOAL THREE

- 3.P2.a.** Increase opportunities for visiting artists to interact with the community. (e.g., masterclasses and artist visits to schools or other community centers). Negotiate these activities as part of contracts with regional partners and national tours.
- 3.P2.b.** Continue to present diverse voices in the theater and prioritize these performances and artists for engaging youth through outreach.
- 3.P2.c.** Greatly expand marketing and partnerships with school groups and disability groups to increase attendance at performances in the Theatre.
- 3.P2.e.** Promote inclusivity by prioritizing schools with highest percentage of free-and-reduced lunch students for outreach; fundraise to subsidize buses and attendance fees for lower-income students.
- 3.PA4.a.** Increase coordination with City event staff to create a slate of meaningful and targeted concert offerings across the summer months.
- 3.VA1.c.** Engage and promote local and regional artists through participation in the exhibition program.
- 3.VA1.e.** Investigate expanding two-dimensional exhibitions or commissions within City Hall and other City buildings.
- 3.VA2.d.ii.** Advocate for “Percent for Art” on new projects.
- 3.VA2.b.** Advocate and participate in the planning for amenities and improvements in Centennial Park to build out the community’s sculpture park through Parks Planning (i.e., lighting, irrigation near artwork, paths and accessibility, benches, and signage).
- 3.VA2.c.** Improve Art on Parade program policies and process with the goal of increasing collection diversity.
- 3.VA2.c.i.** Look for ways to diversify the collection—scale, materials, subject matter, interactivity, artists, including consideration of an initial screening process.
- 3.VA2.e.** Seek to distribute public art throughout the Community utilizing NAHF comprehensive list.
- 3.VA3.a.** Consider reducing investment in visual arts classes until Northglenn Arts has dedicated staffing and has wet/dirty classrooms to support visual arts classes.
- 3.VA3.c.** Explore partnership with Northglenn Historic Commission to utilize Stonehocker facilities as a visual arts hub for the community.

## GOAL FOUR

- 4.2.c.** Develop sequential fundraising plans to define and focus fundraising efforts. The plans should include: specific fundraising amounts to be raised and for what needs; include timelines, responsibilities, and activities to be undertaken.
- 4.2.c.ii** Consider specific fundraising activities: Developing sponsorship levels that provide marketing visibility and benefits for local/regional businesses (e.g., Presenting sponsors, advertising, and billboard placement).
- 4.2.c.ii** Consider specific fundraising activities: Growing the Youth Theatre Scholarship Endowment to a level that will provide participants with generational access to scholarships.

## GOAL FIVE

- 5.4.c.** Evaluate the job descriptions of existing staff members, teasing them apart and realigning them, as many staff are covering multiple positions which have been cobbled together over time.
- 5.4.d.iii.** Ensure market pay or higher [for part-time teachers].
- 5.4.g.ii.** Consider Adding: Patron Services: Supports box office operations.
- 5.4.g.iii.** Consider adding: Rentals Event Coordinator.
- 5.4.g.v.** Consider adding: Marketing Coordinaor (1.1.b.i)
- 5.4.g.iv.** Consider adding: Education Assistant.
- 5.5.a.i.** Consider requesting an increase in the per capita distributed to Northglenn Arts, as called out in the current City Council Strategic Plan.
- 5.5.c.i.** Consider both direct and indirect costs (instructors, support staff, administrative staff, facility, program supplies, etc.) when setting NYT tuition and class fees.
- 5.5.e.** Infuse additional marketing investment and efforts to fill existing classes to capacity, thus reducing the cost per student and increasing net revenue.

### GOAL ONE

- 1.1.b.iii.** Increase funding dedicated to marketing with a target of 20% of artist fee per show.
- 1.1.f.** Develop marketing partnerships with area business to support concessions (e.g., feature local breweries, vendors at the venue).
- 1.1.d.** Focus on venue marketing to ensure Parsons Theatre is a noted stop for any tour of its size and is well known as a venue along the front range.
- 1.1.e.** Improve exterior signage identifying the Parsons Theatre and its programming such as: (1.1.e.i.) a dynamic, marquee-style signage on the facade facing I-25 at a size that can be seen by drivers and (1.1.e.ii.) digital marquee installed on Community Center Drive.
- 1.2.b.i.** Consider expanding theatre training to include mentorships, playwriting, production design and directing.
- 1.2.b.iii.** Consider asking youth/students to assist in creating marketing materials (videos, social media, photos) and perhaps making it a class or workshop.
- 1.2.d.iii.** Identify and advocate for future expansion spaces for programming and classes (Stonehocker, City Center, redevelopment areas, off-site shared spaces).
- 1.2.e.** Seek to expand NYT's reach beyond the walls of Parsons out into the community, such as presenting short scenes or performances in schools, libraries, retirement homes, outdoor concerts or other public spaces. This builds awareness, value to the community and fans.
- 1.3.b.ii.** Substantially grow the Northglenn Youth Theatre Scholarship Endowment through the Rose Community Foundation to ensure that all youth, regardless of economic background, have access to NYT and its many programs for generations to come.
- 1.3.c.** Continue to build community partnerships to expand reach and visibility, such as sponsorships, in-kind donations, discounts for patrons to area businesses, etc.
- 1.4.a.** Consider expanding multi-year cultural or performing arts residency partnerships to create long-term momentum and audience relationships.

### GOAL TWO

- 2.1.c.** Develop creative ways to welcome patrons, especially newcomers. Consider: Cards or swag on seats welcoming first time patrons, greeters at the door, email with a video showing what to expect when you arrive (parking lot to seat).
- 2.2.b.** As a community advisory group, the Northglenn Arts and Humanities Foundation Board should focus on being more representative of Northglenn demographics.
- 2.2.d.** Seek to hire more Spanish-speaking staff, creative and instructional contractors, consultants, and volunteers.
- 2.2.e.iv.** Consider purchasing mailing lists and using direct mail to specifically invite Northglenn and north metro neighborhoods into the theatre.
- 2.3.a.** Focus on customer service and the "Second Experience," which is everything that happens off stage from the time a patron buys their ticket until they get in the car to return home.
- 2.3.a.i.** Consider partnerships to create "total evening experiences" with childcare, cocktail hours or even dinner partnerships with area restaurants.
- 2.3.b.ii** Advocate for additional parking to serve theatre participants by being "at the table" for the City's exploration of long-term parking solutions.

### GOAL 3-5 >>>

### GOAL THREE

- 3.P1.a.** Tailor art experiences for the built-in Senior Center audience and the broader adult community, such as social dance or crafts.
- 3.P1.b.** Create “Art for All Ages” intergenerational opportunities that bring seniors, adults and kids together (collaborative workshops between seniors and youth from the on-site preschool).
- 3.P2.d.** Develop teacher guides to connect performances to curriculum, helping teachers meet classroom standards.
- 3.P2.f.** Build on partnerships with Northglenn secondary schools to further engage students, such as special events or careers days in the arts, mentorships, panel discussions, internships, tours, etc.
- 3.PA2.b.** Consider incremental increases in performances geared towards targeted audiences, with new audience segment goals each year.
- 3.PA3.b.** Explore crafting contracts/policies to avoid “bad players” (no blind holds or unknown entities, require references) utilizing city legal council.
- 3.PA4.c.** Consider producing fewer [summer] concerts with an expanded slate of activities (e.g., more family activities, art making opportunities, food trucks, “opening acts” from NYT or other summer camps).
- 3.PA4.d.** Consider a [summer] movie or music performance with the same theme as an upcoming theatre performance.
- 3.VA2.d.** Investigate additional funding sources for permanent art acquisitions.
- 3.VA2.g.** Produce a Public Art guide for download or print.
- 3.VA3.b.** Advocate for additional visual arts spaces or investigate partnerships for makerspaces, studio space, wet/dirty classrooms, and exhibit spaces.

### GOAL FOUR

- 4.2.c.ii.** Consider specific fundraising activities: Engaging NYT loyalists in fundraising; consider a fundraising event(s) that provides a reunion atmosphere for NYT alumni, families, and fans.
- 4.2.c.iii.** Exploring endowment opportunities to support other programs in addition to NYT, ensuring the health of all Northglenn Arts programs.

### GOAL FIVE

- 5.4.d.i.** Offer more regular work [for part-time teachers] by expanding classes/workshops/camps to youth, seniors or intergenerational groups.
- 5.4.d.ii.** Offer professional development opportunities [for part-time teachers].
- 5.4.d.iv.** Consider creating a roster of teaching artists that can be hired by other organizations (schools, libraries, home schools, etc.) to facilitate or produce performing arts educational opportunities.
- 5.4.g.vi.** Consider adding: Outreach and Community Engagement Coordinator.
- 5.4.g.vii.** Consider adding: Visual Arts/Public Art Coordinator. (3.VA1.a.)
- 5.5.a.** Maintain the City subsidy and seek to increase it as total revenue increases, through earned and contributed income, specifically to support increases in staffing.

### GOAL ONE

- 1.3.a.ii.** Bring art experiences to the community outside of the theatre walls, meeting people where they are, to reach new audiences, increase engagement and create visibility.
- 1.3.a.iv.** Explore new ticketing trends like the flexible loyalty models, discount cards, or all access season passes in addition to the flexible “choose your own” season ticket buying option already offered.
- 1.4.d.i.** Investigate possibilities of sharing technical crew, education and outreach staff or exhibits, visual arts and/or public art staff.

### GOAL THREE

- 3.P1.** Consider a long-term plan for developing performing arts classes for adults based on the NYT Academy model.
- 3.VA2.** Expand and diversify the public art program to enhance the local landscape and engage the community.
- 3.VA2.d.i.** Consider a [public art] developer program and/or requirements in redevelopment or construction zones, etc.
- 3.VA2.e.i.** Explore possibilities of private or school district property partnerships [for placing public art].
- 3.VA3.d.** As space is secured, invest in dedicated visual arts teachers and promote a full slate of visual arts classes and workshops.

### GOAL FIVE

- 5.1.** Consider future restructuring of the Cultural division within the City organization with goals of increasing visibility, advocacy, engagement with City planning, and setting up the appropriate structure to qualify for Scientific and Cultural Facilities District (SCFD) Tier II funding.
- 5.2.** Seek opportunities to expand facilities based on program and market needs, through the City or partnerships like classrooms, exhibit space, and parking and advocate for those needs as indicated throughout in this Plan.
- 5.3.a.** As fundraising becomes a higher priority for the NAHF, consider investing in donor software to manage donations and donor stewardship.
- 5.5.d.** Consider implementing a facility fee on tickets to support future equipment and theatre furniture replacements.

**An Exercise in Ritual**  
**by Bobby LeFebre, former Colorado Poet Laurette**  
**Commissioned for the Parsons Theatre Opening Celebration**

We gather here together in this sacred  
circle like we always have.  
Here, around this fire that has always burned.  
The same fire that lives in our bellies and makes  
an inferno of our hearts.

This spirit we summon.  
This beauty we conjure.  
This inventiveness we invoke.

What is a vessel but a carrier of the coveted?  
A transmitter of quintessence.  
A conduit of culture.

Come and meet us at the place where ritual is given a body.  
Where ceremony is given a face.  
Where our existence transfigures into a  
song we warble in unison.

For he who sharpens his imagination is a visionary.  
She who gives shape to intuition is a prophet.  
They who hone mortality beseech the immortal.

Look at what we are building together.  
We, the masons of reimagining.  
The architects of metamorphosis.  
The repositories of our collective consciousness.

Blessed be the makers.  
The ones who set themselves ablaze  
willingly to warm the masses.  
The ones who traverse the unknown giving life to the unseen.

Join us as we turn ourselves inside out.  
Watch as we illuminate what kindles inside our bones.  
These places where we find and  
lose ourselves at the same time.  
These messages we devise with purpose  
These aesthetics we mold from the  
supple clay of our minds.

Join us at these holy places of abandon.  
These playgrounds of ingeniousness.  
These geneses of more-inspired tomorrows.

For who does not admire a flower unfolding?  
Who does not feel the warmth of the  
sun shining boldly upon their face?  
Whose feet do not move at the coaxing of the drum's sound?  
Come and meet us at a new juncture where  
expression devoid of consciousness is merely decoration.  
Where art is an insistent incubator for justice.  
Where equity and access are an altar we decorate with the  
flowers of promise and purpose.

For what is it to highlight the margins  
but to attempt to balance the scales.  
What is a raised fist, but a war cry in the  
language of the purposely silenced.  
What is dissent, but an innate aversion to the  
confines of the status quo.

Art and culture is a communal land  
that does not know borders.  
A common language we are all born speaking fluently.  
A right that has been paraded around as a  
privilege for far too long.

Come and help us rip the esoteric from the sky.

Let our hands reach for the stars,  
grasp them,  
and share their tangible glow with  
anyone drawn to their light.

And here, we will all shine and wander together.  
Here we will eradicate all of the man-made barriers we  
impose upon one another.  
This beautiful burden we carry.  
This responsibility tethered to our pens, our paint, pirouettes,  
percussion, and performance.

This work.  
This digging.  
These hands unearthing the truth.

This joy.  
This beauty.  
This struggle.

These songs.  
These testaments.  
These heirlooms.

These markers of humanity that remind  
us that we are here.  
That we are alive.  
That we always have been.  
And that we will always will be.



curtain call...

# APPENDIX



## Analysis of Alignment with Existing City of Northglenn Planning Documents

The City recently approved a 20-year comprehensive plan, *Looking Up! A Vision for Northglenn's Future* (adopted 2023). In reviewing this plan, there is an overall focus on equity and resiliency which aligns with Northglenn Arts' goals and values of representing diverse voices and creating a welcoming, inclusive space for all. The *Looking Up!* plan calls out "the unique character of Northglenn...and create[ing] a sense of place residents enjoy." The Parsons Theatre contributes to this sense of place and this Long-Range Plan will build upon that success. The *Looking Up!* plan also calls out creating "pedestrian-focused" areas through incentivizing features like plazas, street furniture and public art in commercial developments. Whereas arts and culture align with and can support the comprehensive plan, the *Looking Up!* plan does not include any significant goals around arts and culture.

The most recent City Council Strategic Plan (2019-2023; 2021 Update) calls for more attention to arts and culture through a diversity lens. Priority 6 focuses on Community Diversity and calls out in Section 6.3 for the City to "provide high-quality cultural arts programming that is inclusive and reflective of our diverse community" and a need to "provide high-quality theatre and cultural programming through a partnership with the Northglenn Arts and Humanities Foundation (NAHF)" and should "provide a report highlighting culturally diverse programming, demonstrating the ability of the NAHF and the city to leverage funding, annually." The plan calls for two performance measures, an "increase in the number of events and programs hosted by the city that promote cultural diversity" and an "increase in per capita annual funding committed to cultural arts programming." These recommendations are supported in this Long-Range Plan.

Through the review of these and other City planning documents, it is evident that there is an opportunity for the City of Northglenn to more fully embrace arts and culture within its foundational documents. For example, Municipal Code Chapter 17 needs to be updated to include "Culture" together with the Parks and Recreation department. In contrast, the City of Northglenn has clearly recognized the value of arts and culture through its steady investment in staffing, programming and arts-related infrastructure since beginning the program in 1973. Specifically, the recent investment and construction of the new Parsons Theatre in conjunction with the new recreation center is a catalytic project for the Northglenn Civic Center. The project was intended as a destination for both recreation and the arts, as both are integral components in the overall vision for the Civic Center. The City of Northglenn's commitment to arts and culture needs to be reflected and included within its plans.

## SCFD Analysis for Northglenn Arts

As part of the Northglenn Arts Long-Range Plan, the consultants were asked to evaluate the possibility of Northglenn Arts qualifying for SCFD Tier II funding. This report looks at SCFD Tier II qualifications and analyzes what would be required of Northglenn Arts should it want to join Tier II in the future.

### **Overview of SCFD**

#### **What is SCFD?**

The Scientific and Cultural Facilities District (SCFD) is a tax district created by Colorado law that provides funding to arts, culture and science organizations within the seven county Denver-metro region. SCFD funds nearly 300 organizations across the front-range, distributing more than \$60 million annually. SCFD has been in place for more than 30 years and has been renewed by voters many times. The current SCFD authorization will sunset in 2030, and the voters will be asked to renew it again. Each time the legislation is renewed, there is the possibility that the law could change, be revised or not be renewed. This analysis is based on SCFD as it stands today.

#### **How does it work?**

SCFD is divided into three tiers: Tier I provides a designated amount of funds to the five largest arts/culture/science organizations as defined by the SCFD statute; Tier II funds regional organizations based on reaching a threshold of income and attendance as defined in the statute; and Tier III funding is distributed by each participating county through grantmaking.

#### **Who is included?**

The taxing district currently covers seven counties: Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson counties, with the exception of Castle Rock and Larkspur in Douglas County.

#### **Northglenn Arts and SCFD**

The Northglenn Arts and Humanities Foundation (NAHF) was founded in 1990 as a nonprofit 501(c)3 to act as a vehicle for soliciting and accepting contributions to benefit cultural programs for Northglenn Arts, the Parsons Theatre, and the City of Northglenn. Like many cities in Adams County, the NAHF was set up to receive SCFD funding. NAHF has consistently received SCFD Tier III grants from the Adams County Cultural Council.

The Adams County Cultural Council offers four grants: general operating, two project grants, and visual arts. NAHF generally receives the largest Tier III distribution over the four grants in Adams County. Over the last five years, NAHF received total Tier III grants ranging from \$89,000 during the 2020 Covid pandemic up to \$258,000 in 2022.

## **Tier II Requirements**

Whereas the NAHF and Northglenn Arts has successfully competed for Tier III funding for more than 30 years, there are additional qualifications for Tier II.

The following are requirements for Tier II that are similar to those of Tier III. Northglenn Arts already meets these requirements:

- Nonprofit Status and Primary purpose Requirement: an organization must be a 501(c)(3) nonprofit, or shall be an agency of local government that has such primary purpose (see below)
- Primary Purpose Requirement: an organization must have a primary purpose "of enlightening and entertaining the public through the production, presentation, exhibition, advancement or preservation of visual arts, performing arts, cultural history, natural history, or natural sciences including earth, life, or physical sciences, as such terms are defined by the board."
- Location Requirement: "any such facility shall have its principal office within the district, shall conduct the majority of its activities within the state of Colorado, and shall principally benefit the residents of the district."

**Additional Requirements for Tier II:** The following reviews each additional criteria required for Tier II and analyzes Northglenn Arts' position to meet them.

- One Qualifying Entity
- Regional Impact Requirement
- Total Qualifying Income Threshold
- Annual Paid Attendance
- Documented Free Attendance

### **One Qualifying Entity:**

Tier II requires that only one entity can be the qualifying entity, with one budget wholly contained within that entity. That entity must be able to produce auditable financials strictly for that qualifying entity. Any additional monies contributing to the mission of the qualifying entity but not physically transferred to that entity is considered "in-kind" and does not count towards the annual operating income threshold (see qualifying income below).

Analysis: Currently for Tier III, the City and NAHF budgets are combined on paper to qualify, but the money is held and managed separately. For Tier II, either the City or the NAHF would need to be the qualifying entity (not both) and all monies from the non-qualifying entity would need to be physically given to the qualifying entity to count towards the annual operating income threshold. Otherwise, it is unlikely Northglenn Arts would meet the operating income threshold.

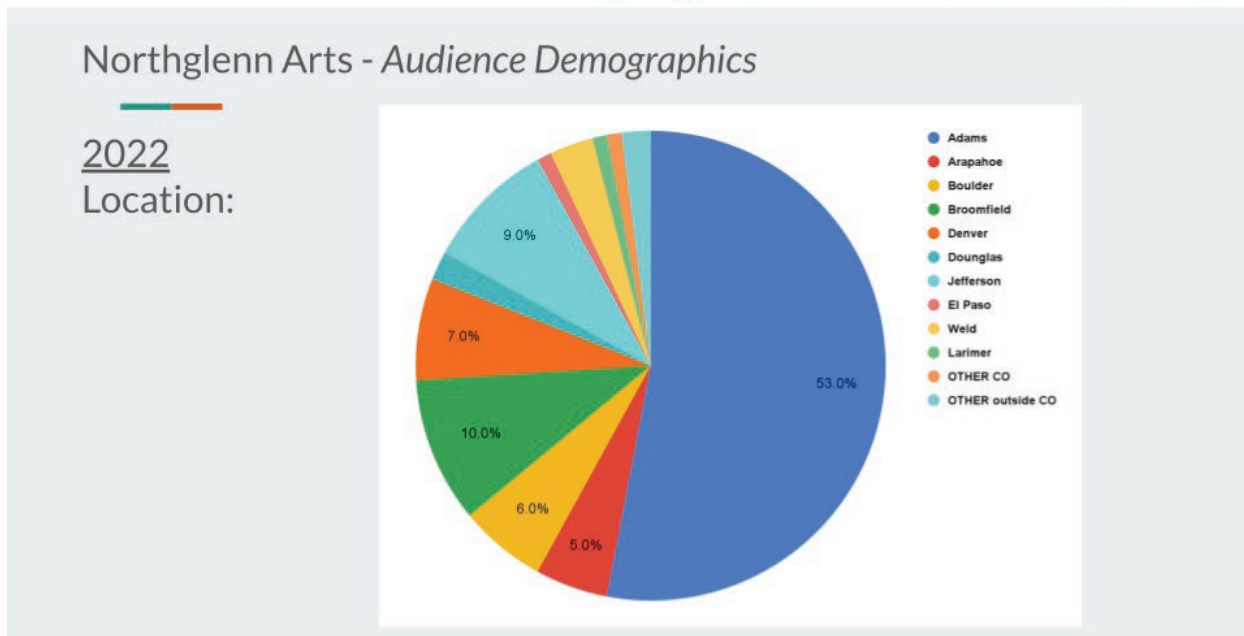
If the City were to be the qualifying entity, there are additional considerations. The City would need to show Culture as a separate division. The Culture division could live under the umbrella of the Parks, Recreation and Culture Department but would need a separate budget, separate audit and dedicated staff, all that can be easily seen on paper. The City would also need to ensure it meets the mission statement/primary purpose requirement of the SCFD statute. Other communities that have Tier II qualifying cultural departments within their city government include Lakewood, Lone Tree, Parker and Aurora.

**Regional Impact Requirement:**

At least 15% of an organization's total Colorado attendance must be comprised of individuals residing outside the organization's home county. This is generally counted through collecting zip code data for attendees. Because some zip codes cross over county lines, a best practice is to ask attendees to indicate in which county they live in addition to providing zip code data.

Analysis: In 2022, 53% of Northglenn Arts attendees lived within Adams County with 47% living outside of Adams County. Only a small percentage are outside of Colorado. The graph below shows Northglenn Arts would meet the 15% regional impact requirement.

**Northglenn Arts: 2022 Year in Review**



**Qualifying Income:**

In order to qualify for Tier II, the qualifying entity must meet the Qualifying Income Threshold. For 2023, the threshold was \$1,796,865, for 2024 it is estimated to be \$1,889,000. It is important to note that this amount changes based on a rolling two year lagging average of the Denver/Aurora/Lakewood CPI. Over the last 10 years, the number averaged a 3% increase year-over-year and will likely continue to increase over time.

Analysis: According to the tables below, the City and NAHF separately do not meet the 2023 Qualifying Income threshold. If all funding was consolidated under one qualifying entity, the resulting income would be approximately \$1 million below the threshold for 2023. However, Northglenn Arts is expected to continue to grow over the next decade.

The City's Events Division could be consolidated with the Culture Division, which makes some programmatic sense, and the revenue from the City and earned income could add to the qualifying income number. However, SCFD will scrutinize each community event to ensure it is a true cultural experience and meets the purpose statement in the statute. Events like the food truck carnival would likely not qualify as culinary arts aren't defined as an artform in the SCFD statute; whereas the Pirate Fest might qualify as a culture experience similar to a renaissance festival. Other neighborhood engagement events would likely not qualify. With the City's events budget estimated at around \$350,000 per year, and some events potentially disqualified, the Events Division combined with Culture would provide an increase towards meeting the qualifying income threshold, but a gap would still remain.

CITY OF NORTHGLENN CULTURE DIVISION QUALIFYING INCOME			
	2023 (Est.)	2022	2021
Rental Income	\$ 65,000.00	\$ 61,648.50	\$ 26,260.00
Tickets	\$ 225,000.00	\$ 192,480.26	\$ 73,522.41
Registration Fees (classes/camps)	\$ 110,000.00	\$ 95,375.00	\$ 37,523.00
Concessions	\$ 20,000.00	\$ 16,684.12	\$ 2,415.92
City of Northglenn General Fund	\$ 357,025.00	\$ 192,081.64	\$ 209,208.12
<b>CITY Qualifying Income</b>	<b>\$ 777,025.00</b>	<b>\$ 558,269.52</b>	<b>\$ 348,929.45</b>

NORTHGLENN ARTS & HUMANITY FOUNDATION QUALIFYING INCOME			
	2023 (Est.)	2022	2021
SCFD grants *	na	na	na
CCI grant		\$ 67,500.00	\$ 7,500.00
Other	\$ 10,000.00	\$ 4,000.00	\$ -
Donations*	\$ 10,000.00	\$ 2,113.97	\$ 8,317.74
Concessions/Merch	\$ 3,000.00	\$ 2,878.56	\$ 1,844.03
Per Capita	\$ 75,092.00	\$ 76,014.00	\$ 77,216.00
Other	\$ 3,000.00	\$ 1,384.60	\$ 7,046.67
<b>NAHF Qualifying Income</b>	<b>\$ 101,092.00</b>	<b>\$ 82,391.13</b>	<b>\$ 94,424.44</b>

\* SCFD grants cannot be counted towards qualifying income for Tier II

<b>IF COMBINED UNDER ONE ENTITY</b>			
	<b>2023 (Est.)</b>	<b>2022</b>	<b>2021</b>
CITY Qualifying Income	\$ 777,025.00	\$ 558,269.52	\$ 209,208.12
NAHF Qualifying Income	\$ 101,092.00	\$ 82,391.12	\$ 94,424.44
<b>Total Combined Qualifying Income</b>	<b>\$ 878,117.00</b>	<b>\$ 640,660.64</b>	<b>\$ 303,632.56</b>

**Qualified Paid Attendance:**

There is no threshold for paid attendance to qualify for Tier II. However, paid attendance is used as part of the formula to determine how much Tier II funding a qualifying entity receives. Paid Attendance counts for 48% of the formula for allocating the Tier II pool, with qualifying revenue accounting for 50% and 2% from unpaid attendance.

Of note on counting paid attendance: similar to Tier III, paid attendance must be counted in an auditable fashion (ie. ticket sales). One difference is that in Tier III, an organization can count other Tier II and Tier III funded event attendees as part of their paid attendance (as in the case of a rental or partnership). However, as a Tier II organization, when partnering with or renting to another Tier II organization, it must be decided in advance who can count the attendance towards their paid attendance, as both cannot.

Analysis: Paid Attendance numbers won't prevent Northglenn from qualifying for Tier II. There are a handful of Tier II organizations currently that fall in the 30,000 range of paid attendance, similar to Northglenn Arts. As the organization grows and if paid attendance increases, the organization would be more competitive and likely receive a higher amount of funding in the Tier II pool.

<b>PAID ATTENDANCE</b>	<b>2023 (Est.)</b>	<b>2022</b>	<b>2021</b>
Northglenn Arts Theatre Attendance (paid)	16,000	14,532	4,963
Rental Attendance (paid)	17,000	16,465	8,386
Northglenn Arts Theatre Registrations (paid)	1,500	1,157	551
<b>Total Paid Attendance</b>	<b>34,500</b>	<b>32,154</b>	<b>13,900</b>

**Qualified Unpaid Attendance**

There is no threshold for unpaid attendance to qualify for Tier II. Unaid attendance is used as part of the formula to determine how much Tier II funding a qualifying entity will receive. Unaid Attendance counts for 2% of the formula for allocating the Tier II pool, with 50% from qualifying revenue and 48% paid attendance.

Analysis: Unpaid Attendance numbers won't prevent Northglenn from qualifying for Tier II. However, this number (as 2% of the breakdown for Tier II funding) can help Northglenn be competitive in the pool allocation process.

**How Tier II Funding is Allocated**

Tier II funding is allocated based on the following formula: Qualifying Income (50%); Paid Attendance (48%); and Unpaid Attendance (2%). All Tier II applicants are rated on this three part scale, and the results indicate how much of the available funding pool a qualifying entity will receive. The greater an entity's income and attendance, the greater their rating, and the greater percentage of the funding they will receive. On average, Tier II entities can generally expect to receive approximately 10-15% of their annual budget from SCFD, which ranges from grants in the high \$100,000s up to more than \$1 million for some of the largest Tier II organizations. In 2021, 32 Tier II organizations shared \$17,190,103 based on the formula.

As Tier II stands today, if Northglenn Arts could qualify, its Tier II grant allocation may not be significantly more than the NAHF already receives through Tier III.

Here's an example of a Tier II organization similar to Northglenn Arts:

Lighthouse Writers Workshop  
 2022 Qualifying Income: \$1.8 million  
 Paid Attendance: 33,465  
 Unpaid Attendance: 8,462  
 2022 Tier II funding: \$237,884

SCFD TIER III Grants to NAHF	2022	2021	2020	2019	2018
SCFD General Operating Support grant	\$ 40,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
SCFD Prog 1 Grant (Youth Theatre)	\$ 57,450.00	\$ 49,049.00	\$ 34,612.50	\$ 46,125.00	\$ 44,722.50
SCFD Prog 2 Grant (Summer Concerts/Movies)	\$ 11,000.00	\$ 10,920.00	\$ 7,475.00	\$ 9,900.00	\$ 9,790.00
SCFD Visual Arts Grant	\$ 150,051.25	\$ 23,500.00	\$ 17,625.00	\$ 83,699.38	\$ 16,837.50
Total Tier III	\$ 258,501.25	\$ 113,469.00	\$ 89,712.50	\$ 169,724.38	\$ 101,350.00

**Other SCFD Granting Options**

It is possible for Northglenn Arts to qualify for other county Tier III SCFD grants. Arapahoe County SCFD is one county that provides funding if the entity provides experiences for its residents. [https://scfd.org/wp-content/uploads/2022/12/2023-Arapahoe-CCC-Guidelines\\_Final.pdf](https://scfd.org/wp-content/uploads/2022/12/2023-Arapahoe-CCC-Guidelines_Final.pdf)

**Summary of Findings**

Northglenn Arts is a partnership between the City and the NAHF that has worked successfully for 32 years. Northglenn Arts is already competitive at the SCFD Tier III County level, receiving the largest Tier III grants awarded by Adams County. As Tier II stands today, if Northglenn Arts could qualify, its Tier II grant allocation may not be significantly more than it receives already through Tier III. Northglenn Arts also doesn't currently meet the qualifying income threshold or the one entity requirement.

However, as Northglenn Arts continues to grow, the qualifying income gap may close. Given this possibility, the following steps are recommended:

- Continue to track the qualifying income threshold for Tier II and Northglenn Arts growth towards meeting it. As they become closer, consider re-evaluating Tier II at that time.
- Track any changes that occur during the 2030 re-up of the SCFD Statute for any changes that may make Tier II more or less advantageous for Northglenn Arts.
- Track attendees by the county in which they reside (in addition to zip code data already collected). Based on this data, explore the possibility of applying to Arapahoe County Cultural Council's SCFD Tier III or others.
- Consider having robust internal conversations about how Northglenn Arts could best meet the one entity requirement and how the partnership between the City and NAHF operates, including financially. Explore the possibility of creating a separate Culture



# Northglenn Arts Long-Range Plan

## Statistically Valid Survey

### Results & Gaps

#### October 2023

A statistically valid survey was conducted by MIG, Inc., the consultants managing the Parks, Recreation, and Culture Long-Range Plan, “Northglenn Playbook.” Although Northglenn Arts and Humanities Foundation is doing a parallel and separate plan, the Culture division was able to include questions related to cultural offerings within this broader scope of parks, trails, open space and recreation.

#### **Statistically Valid (Invitational Survey)**

Paper surveys and postcards were mailed to a systematic random sample of residential addresses in Northglenn, with the option to complete online through a password-protected website (1 response per household). The survey was available in English and Spanish. Three hundred invitation surveys were completed with a +/- 5.6% margin of error, and an additional 36 surveys were completed outside of the invitation process.

#### **Results**

The survey results provide some insight as to the priorities and preferences of Northglenn residents for cultural amenities. These results need to be considered *vis-a-vis* the overall focus of the survey on the wide range of parks, trails and recreation amenities and offerings. Three questions focused specifically on arts and culture and others included a few arts and culture options among a longer list of parks, recreation and trail options. Therefore, building the context for understanding the breadth and depth of arts and culture in Northglenn was somewhat limited. Some additional factors to consider in interpreting the survey results include that residents might instinctively rate free offerings and experiences higher than those that are ticketed or paid, and that as Northglenn Arts is a regional draw and the survey was limited to Northglenn residents, a significant portion of arts and culture participants and audiences were not represented in the results.

#### **Survey Analysis**

##### **Key Finding: Arts and Culture Opportunities are Important**

The Community was asked how important arts and culture opportunities were to them, related to a series of categories. All categories received favorable ratings from the sample (3.9 out of 5 and above), except for the importance of arts and culture opportunities for attracting tourism. Particularly important to the community was that arts and culture is “providing opportunities for kids to learn and grow” (4.4 average score out of 5). Rated slightly below this response, all at 4.2 of 5, included arts and culture are important for “creating a sense of place and community pride,” “bringing communities together,” and “improving Northglenn’s reputation.”

**Key Finding: Overall Satisfaction with the quality of parks, recreation and culture facilities and program**

There are higher levels of satisfaction with the quality of parks, recreation and culture facilities provided by the City of Northglenn, with 64% of the invite sample rating satisfaction a 4 or 5 on a scale of 1-5. The quality of programs is also seen very positively, with 79% of respondents rating quality as 4 or 5 on a scale of 1-5, with 5 being “excellent.” The average rating overall was 4.

**Key Finding: Summer Concerts and Movies and Public Art are Northglenn Favorites**

Northglenn community members were asked to rate how important various arts and culture programs were to them and their families. The Free Summer Concert and Movie Series was the highest-rated arts and culture event with 62% of respondents rating it a 4 or 5, with 5 being “very important.” Fifty-five percent of respondents rated Public Art/Art on Parade also as a 4 or 5. Northglenn performing art classes, camps, Northglenn Youth Theatre productions, and Northglenn Arts Presents: Dance were rated with lesser importance.

**Key Finding: There is Room for Serving More Northglenn Residents Through Cultural Offerings**

The community was asked how frequently they use a slate of Parks, Recreation and Cultural Facilities/Amenities. From the survey, 51% reported they had participated in Free Summer Concerts/Movies and more than 42% of residents enjoyed these offerings a “few times a year.” Twenty-eight percent experienced Public Art a few times a year. A little more than 19% percent of respondents reported attending Parsons Theatre/Parsons Theatre performances at least a few times a year. Performing arts/classes/camps are the least utilized service with 93% of respondents saying that no one in their household has participated. This number could be low due to the fact that Northglenn Youth Theatre is a regional program, but further research would be needed to determine this. Based on these results, we can assume that there is room to engage more Northglenn residents in performing arts offerings.

**Key Finding: The Outdoors and Free Amenities are Important to Northglenn Residents**

Within the entire menu of Parks, Recreation and Culture department and facilities offerings, City parks and open spaces, and trails and pathways are by far the most important facilities to respondents, each with an average rating of 4.6 out of 5. Free Summer Concerts/Movies averaged 3.6 out of 5 in importance, Public Art scored an average rating of 3 out of 5 and the Parsons Theatre Performances and Camps scored 2.6 out of 5. The Senior Center and senior recreation programs are seen as least important from the list. Of note is that outdoor amenities that are free and accessible seem to have been rated more highly than programs that require a fee or ticket to participate. Cost may be affecting resident’s participation or perception of the accessibility of theatre programs and camps; more research in this area would be important.

**Key Finding: Little Interest in New Indoor Arts Facilities**

When asked what type of amenities are most important to you and your household over the next 10 years, respondents overwhelmingly responded they wanted more parks, gardens, open spaces, etc. “More Public Art” was in the middle of the list with 19%, and in the lower third: more gallery art space

at 10%. The lowest preference for respondents were “new performing arts center” at 3% and “new rehearsal space dance studio” at 2%. These amenities may have rated low in recognition that the City recently built and opened a new performing arts facility.

**Key Finding: Favorable Toward Additional Spending on Parks, Recreation and Culture Programs**

Respondents are favorable to additional spending for Parks, Recreation and Culture programs. While 43% said they’d prefer the City spend about the same, 47% said they’d like to see the City spend more. The most important needs for improvement in Northglenn over the next 10 years? Thirty-nine percent said it is important to offer more special events, programs, classes and activities.

**Key Finding: More Communication Could Increase Participation**

A total of 43% of respondents said that more communication about current offerings would increase their participation in arts and culture offerings. The most common way people hear about parks, recreation, and culture opportunities is through the mail, Northglenn Connection, the website, newsletter, Facebook and word of mouth.

## Resources

Net Promoter Score (NPS)

<https://www.surveymonkey.com/mp/net-promoter-score/>

Net Promoter Score (NPS)

<https://www.surveylegend.com/nps/how-to-calculate-nps/>

Nonprofit Fundraising Plan template

<https://www.wildapricot.com/blog/nonprofit-fundraising-plan>

Destination Santa Fe Opera podcast

More Voices at the Table: Community Engagement and Opera with Kyle Gray

<https://www.santafeopera.org/company/press-news-media/podcasts/>

Culture Pass through Library Partnerships

<https://jeffcolibrary.org/culture-pass/>

<https://www.dayton.com/what-to-do/events/dayton-metro-library-dayton-live-offering-free-tickets-to-national-geographic-show/5TXFEHYSBZDHZO6NZBZPVEDBQA/>

**Northglenn** *Arts*

*NorthglennArts.org*