

**Parks, Recreation and Cultural Services
Memorandum #03-2018**

DATE: February 12, 2018

TO: Honorable Mayor Carol Dodge and City Council Members

FROM: James Hayes, City Manager *JH*
Amanda Peterson, Director of Parks, Recreation & Culture *AP*
Michael Stricker, Recreation Supervisor, Cultural Programs & Senior Center *MS*

SUBJECT: Northglenn Arts and Humanities Foundation Strategic Plan Presentation

PURPOSE: Staff, in partnership with the Northglenn Arts and Humanities Foundation (NAHF), will present an overview of the newly updated five-year NAHF Strategic Plan.

BACKGROUND: Founded in 1990, the purpose of the NAHF is to provide program funding for the Northglenn Cultural Programs Department (branded as Northglenn Arts) and advocate for arts and cultural opportunities at the City. The NAHF is a 501(c)3 organization, with an independently run Board of Trustees, that operates under its own By-laws and Strategic Plan.

Due to the completion of the last NAHF Strategic Plan, and the development of a potential new venue as part of the Civic Campus Master Plan, the Board of Trustees has developed a new Strategic Plan, outlining the goals for 2018-2023.

It is the vision for the NAHF to seek meaningful and lasting partnerships in collaboration with local city government, citizens, and local corporations. The NAHF will strive to provide an arts destination that is widely recognized through unique and visually interesting programming that recognizes the wide variety of cultural influences in the City and the surrounding community.

The major goals outlined in the Plan speak to destination, advocacy, partnerships, collaboration, branding, story and recognition. The goals are supported by seven achievable actions, financial support, and program evaluation.

BUDGET/TIME IMPLICATIONS: The implementation of the Strategic Plan is immediate but does not have any direct 2018 budget implications.

NEXT STEPS/CITY COUNCIL OPTIONS: The presentation is informational only, no action is requested. The Strategic Plan is adopted and implemented by the NAHF.

RECOMMENDATION: In a separate memo, the NAHF will be requesting the release of annual Per Capita funds to start the funding mechanisms to achieve the goals outlined in the Strategic Plan

STAFF REFERENCE: Please contact Amanda Peterson at apeterson@northglenn.org or by phone at 303.450.8950 or Michael Stricker at mstricker@northglenn.org or by phone at 303.450.8727.

Attachment A NAHF Strategic Plan
Attachment B Impact Highlights
Attachment C Presentation

FIVE-YEAR STRATEGIC PLAN

FOSTERING ACCESS TO THE ARTS
BUILDING PARTNERSHIPS FOR SUCCESS
CREATING A DESTINATION

2018 – 2023

STRATEGIC PLAN

MISSION

The mission of the Northglenn Arts and Humanities Foundation (NAHF) is to maintain and nurture the cultural arts for the benefit of our community. We will accomplish this through the development and support of successful collaborations between the arts, businesses, service groups, schools and artists for optimum utilization of artistic resources.

We strive to provide access for all citizens to the performing and visual arts, to promote an awareness of the arts and to enhance our community image through the development of a cultural climate. In partnership with the City of Northglenn, we sponsor affordable, quality arts programs and performances at the D.L. Parsons Theatre and in City parks and schools.

VISION

It is the vision for the NAHF to seek meaningful and lasting partnerships in collaboration with local city government, citizens, and local corporations. The Foundation will strive to provide an arts destination that is widely recognized through unique and visually interesting programming that recognizes the wide variety of cultural influences in the City and the surrounding community.

PURPOSE

Provide program funding for the Northglenn Cultural Programs Department (*Northglenn Arts*) and advocate for arts and cultural opportunities at the City of Northglenn.

- Northglenn Youth Theatre, NYT Academy, Missoula Children's Theatre, Northglenn Players, Summer Concert Series, Summer Movie Series, A Cappella Concert Series, and Art on Parade sculpture acquisition program.
-

MAJOR GOALS

- Create a strong, competitive edge as Northglenn continues its expansion toward becoming a premier **arts destination** in the North Metro area with statewide recognition.
- Be a leading voice in **advocating** for a new theatre on the potential new civic campus to compliment the 40 year history of the D.L. Parsons Theatre (the largest facility of its kind in Adams County.)
- Drive a strong **partnership** between City Council and the community with shared goals for dynamic cultural programs and enhancement of public places.
- Support the successful **collaborations** between arts, businesses, civic groups, schools, artists, participants, and citizens.
- Complement City **branding** by clearly communicating Northglenn Arts brand.

- Tell the NAHF **story** and maintain **recognition** of funding and its sources.

We will accomplish these goals by:

1. Recognizing and acting on market demand.
2. Embracing innovation in the arts.
 - a. Explore public art programs like artistic elements at the 112th RTD Light Rail station and a public mural program.
3. Advocating for a new 350 seat theatre including support spaces.
 - a. Support spaces to include: *large lobby/gallery area, bar and concessions, rehearsal room, large build shop, loading dock, fly space and rigging, two large dressing rooms, green room, and set, prop, electrics, and costume storage.*
 - b. Advocate for scaled staffing needs to meet demand.
4. Soliciting and purchasing unique and compelling public art for Northglenn.
 - a. Create installation plan for Eleanor M. Wyatt Centennial Park Sculpture Garden to include seating, landscaping, and walkability.
5. Enhancing the inclusivity of Northglenn by promoting an awareness of the arts.
6. Identifying, planning, and supporting fundraising activities and program offerings in accordance to the mission.
7. Advocating Northglenn interests and the D.L. Parsons Theatre facility at the county level, including neighboring cities.

FINANCIAL SUPPORT AND OPERATING BUDGET

Financial support from per capita funding from City Council, sponsorships, donations, grants, and fundraising activities by NAHF will continue to be the priority for program viability. Board members and programs will promote and nurture the relationships necessary for maintaining the funding that these entities provide. Actions that will assist the Foundation with this goal are:

1. Continued commitment of financial contributions by 100% of the Board.

2. Develop creative and quality programs that compel Scientific and Cultural Facilities District (SCFD) to continue to fund ongoing efforts. Continue to request General Operating Support funds in addition to Programs and Visual Arts.
3. Solicit additional grants from state and national agencies, including Colorado Creative Industries, Colorado Creates grant, Nathan B. and Florence R. Burt Foundation, and others.
4. Promote sponsorships and product partnerships with local businesses in the North Metro area.
5. Enhance fundraising activities through various concession sales at cultural events within the community.
6. Participate in annual Colorado Gives Day.
7. Maintain and fund contracted grant-writer position.

PROGRAM EVALUATIONS

NAHF is committed to ongoing program evaluation. Qualitative evaluations include written and verbal feedback by participating artists, committee members, instructors, staff, and attendees. This information is studied and then placed in the program file for future use and reference. Additionally, direct public input is sought for various programs like the summer movie and travel film line-ups. The selection process for Art on Parade provides opportunities for direct evaluation by having citizens and park visitors select the artwork they find most appealing and the specific piece they feel is the best fit to remain permanently in Northglenn.

Quantitative evaluations encompass tracking the number of participating artists, citizens, and audience size which helps us determine the overall appeal of the program and how effectively we were able to market the program. In some cases (i.e. auditions and audience surveys), we are able to track very specific information including addresses/cities, school the child attends, and how people heard about the program.

Additionally, NAHF submits a detailed annual report to SCFD. NAHF activities are included in City of Northglenn Parks and Recreation division seasonal and annual reports as well.

UPDATED JANUARY 2018

Northglenn Arts

2017 IMPACT

FOSTERING ACCESS TO THE ARTS • BUILDING PARTNERSHIPS FOR SUCCESS • CREATING A DESTINATION



ATTENDANCE AT NORTHGLENN ARTS
FUNDED EVENTS

16,759

ATTENDANCE AT COLLABORATING
THEATRE RENTALS

10,023



2017 AMOUNT AWARDED
TO THE NAHF BY SCFD

\$92,380

AMOUNT AWARDED TO
THE NAHF
BY SCFD SINCE 1990

\$1,524,185.74



INCREASE IN EARNED INCOME SINCE 2012

31%



NATIONAL YOUTH ARTS AWARDS

54

RECIPIENT OF COLORADO
THEATRE GUILD AWARD FOR BEST
YOUTH THEATRE



VALUE OF
PERMANENT
ART COLLECTION

\$597,842





Northglenn Arts and Humanities Foundation

FOSTERING ACCESS TO THE ARTS
BUILDING PARTNERSHIPS FOR SUCCESS
CREATING A DESTINATION

Introduction

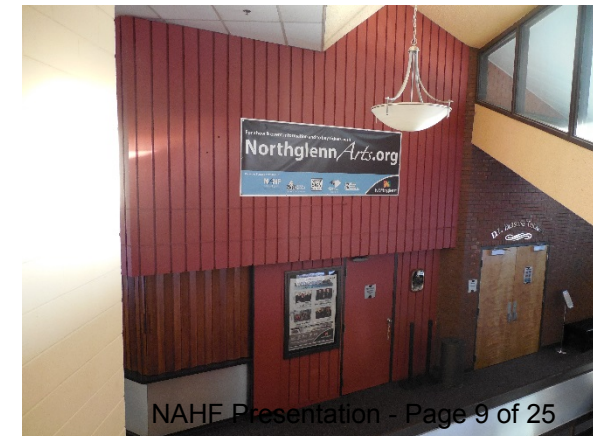
▶ Rosie Garner

- ▶ NAHF President
- ▶ NURA Chairman
- ▶ Former City Council Member
- ▶ 36 Years in Nursing/Retired Hospital Administrator
- ▶ Long Time Northglenn Resident

▶ Michael Stricker

- ▶ NAHF Director
- ▶ Cultural Programs & Senior Center Supervisor for the City
- ▶ 20+ Years Theatre Experience
- ▶ Co-Founder & E.D. of Paragon Theatre
- ▶ Admin: Denver Center, Arvada Center
- ▶ Producer, Director, Actor

DL Parsons Theatre - Opened 1975



Arts & Culture Impact In Northglenn



\$1,524,185

Total SCFD Awards Since 1990



\$597,842

Value of Public Art Collection



147,853

Theatre & Concert Attendance
for Last 10 Years

Northglenn Arts

Theatre

- Northglenn Youth Theatre
- NYT Academy
- Missoula Children's Theatre
- Northglenn Players
- Northglenn Presents

Concerts & Events

- A Cappella Concert Series
- Summer Concerts
- Summer Movies
- Travel Films
- Teddy Bear Picnic
- Daddy Daughter Sweetheart Ball
- Night of the Stars
- Special Events

Public Art

- Art On Parade
- Permanent Collection
- Large-scale Commissions
- Sculpture Garden



NAHF

- ▶ Founded in 1990
- ▶ Nine volunteer voting members
- ▶ Non-voting members include City Council Liaison & Director
- ▶ Provide program funding and advocate for arts & culture opportunities



Financial Structure - Revenue

NAHF

- ▶ City Per Capita =
- ▶ Contributed Income
 - ▶ Grants
 - ▶ Donations
 - ▶ Recognition-based Support
- ▶ Supplemental Income
 - ▶ Concession Sales, Merch, etc.

City

- ▶ Earned Revenue
 - ▶ Ticket Sales
 - ▶ Registrations
 - ▶ Rentals

Financial Structure - Expenditures

NAHF

- ▶ Theatre Production Hard Costs
- ▶ Theatre Production Contractors
- ▶ Fundraising Expenses
- ▶ Public Art Programs & Maintenance

Some Exceptions

- ▶ Shared: Marketing, Outdoor Production Costs, Special Event Costs

City

- ▶ Salaried Employees
 - ▶ 2 FT – Supervisor, Tech. Coordinator
 - ▶ 3 PT – Theatre Coord, Marketing Coord, House Manager
 - ▶ Class Contractors
 - ▶ Facility Costs

2017 Highlights



Attendance

- 16,759 Northglenn Arts
- 10,023 Rentals
- 575 Participants



Income

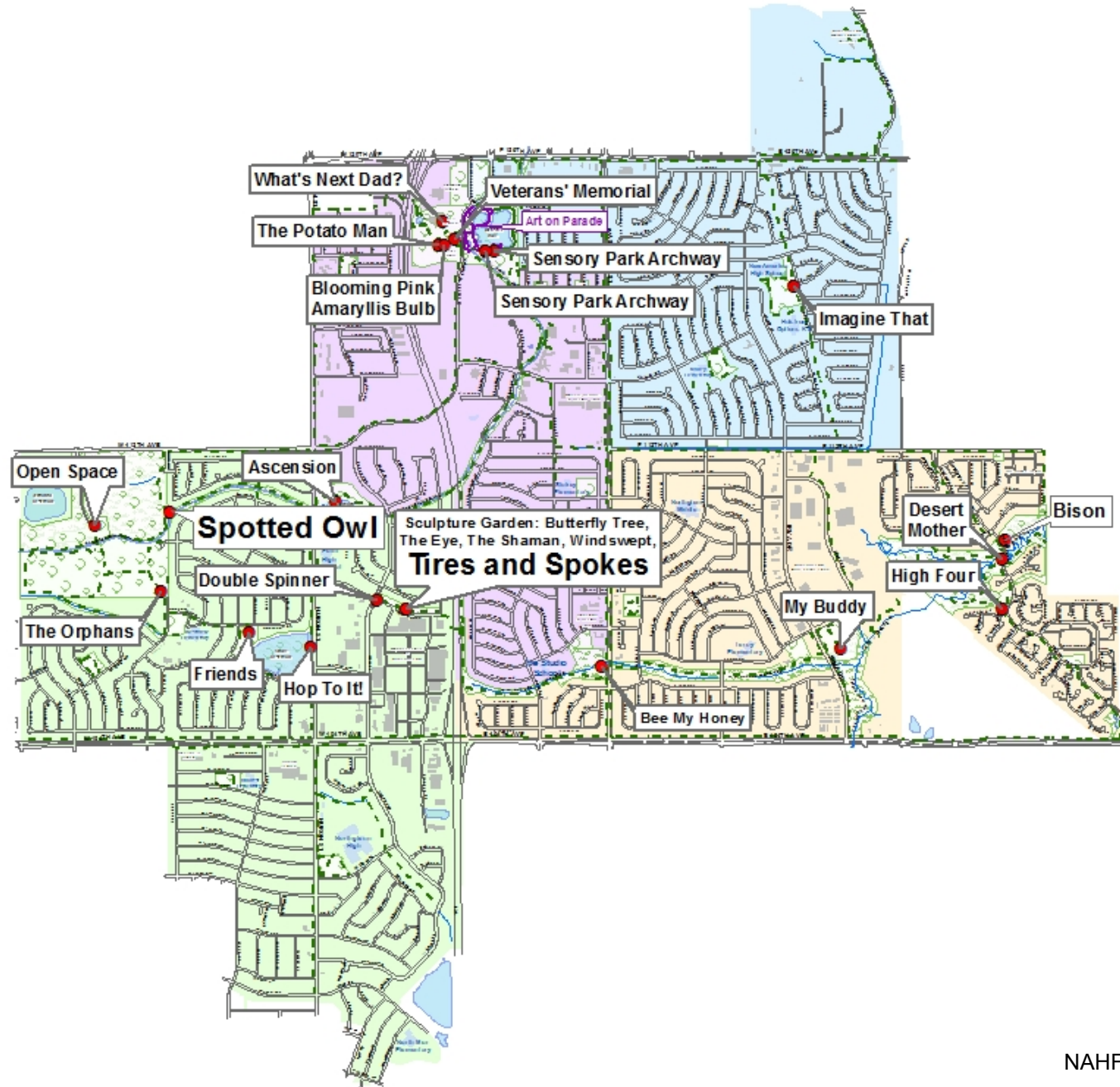
- 11% Increase in grants & donations
- 3% Increase in earned income



Public Art

- 1st Citizen purchase & donation to collection
- WLP sculpture project launched
- \$597,842 value of collection

- 17 PEOPLE'S CHOICE WINNERS
- NINE ADDITIONAL COMMISSIONS AND DONATIONS
- VALUED AT NEARLY \$600,000
- SCULPTURE GARDEN



Strategic Plan 2018-2023



Mission

- Cultivating artistic resources
- Providing access to the arts
- Image enhancement



Vision

- Unique arts destination
- Recognition for high quality & variety



Purpose

- Program funding
- Advocacy

Strategic Plan 2018-2023

Five -Year Goals

- ▶ Constant attention to market demands
- ▶ Exploring innovation & unique productions
- ▶ Diversify funding through grants & board-direct involvement
- ▶ Keeping AOP fresh & engaging
- ▶ Exploring & understanding the evolution of public art & potential spaces
- ▶ Develop artistic elements at RTD station
- ▶ Advocating for Northglenn Arts to the county & neighboring cities

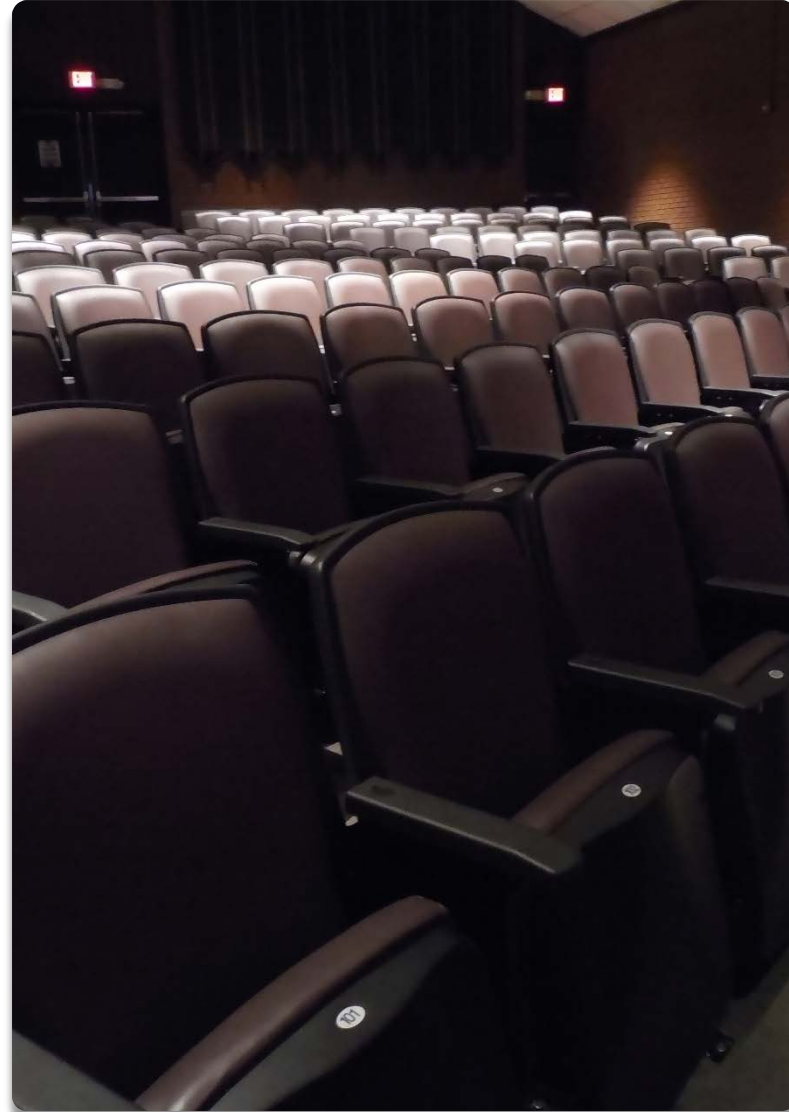
Eleanor M. Wyatt Centennial Park Sculpture Garden

- Long-term installation plan
- Landscaping & irrigation implications
- Enhance walkability



A New Beginning

Continue 40 Years of success in a new state-of-the-art theatre & supporting spaces



A New 350 Seat Theatre

-Aligned with public input!

Capacity

- Capitalize on history
- Remain unique
- Continue current programming
- Producing vs. Presenting
- Percentage of capacity
- Home to several outside organizations

Revenue Generation

- Rehearsal space
- Lobby/gallery
- Bar/concessions
- Ballroom/class room space

Operations

- Fly space/rigging
- Large dressing rooms
- Green room
- Set/prop/costume storage
- Build shop
- Loading area

Possible New Programming



One Night Only

- Concerts
- Comedians
- Lectures



Events & Classes

- NYT Academy Expansion
- Theatre Conference
- Dinner Theatre
- Cabaret



Public Art

- Lobby Gallery
- Art Education
- City Mural Program

NAHF is built for...

- ▶ Supporting the creation of new programming
- ▶ Soliciting, purchasing, and maintaining public art
- ▶ Advocacy
- ▶ Promoting an awareness of the arts
- ▶ Advocating Northglenn interests at the County and neighboring City level
- ▶ Maintaining a premier level of SCFD awards
- ▶ Providing \$150,000/year in cost offsets
for Northglenn Arts programs



NAHF – April 9, 1990

...TO **MAINTAIN** AND **NURTURE** THE CULTURAL ARTS FOR THE
BENEFIT OF OUR COMMUNITY.