



creative district
— CRESTED BUTTE —

Crested Butte Creative District

Restructuring Proposal and Transition Plan

Background: In June of 2014, the Town of Crested Butte (Town) and the Crested Butte Center for the Arts (Center) filed a joint application to become a Certified Creative District with Colorado Creative Industries (CCI). At that time, the idea of the Center housing the Creative District was considered, but the timing was not ideal as the Center was embarking on their capital campaign to fundraise for their new building. Due to this circumstance and other factors, the Crested Butte Creative District was formed under the Town authority as a 9 member Commission with the following directives: 1) prepare, maintain, and implement the strategic plan; 2) create and implement a public arts policy; 3) maintain a sustainable funding source; 4) work with local partners to promote the arts in Crested Butte; and 5) uphold the unique community character and historical context of Crested Butte.

The Creative District Commission has worked for three years to build an organizational foundation for the Creative District while achieving many important aspects of their original strategic plan. During those years, the Creative District received significant funding from CCI, with a match from the Town. When CCI's funding expired in 2018, the Town pledged support to the Commission by providing an annual budget of \$33,700 for 2018 and 2019. However, the Town Council asked the Creative District to create a plan for less financial assistance from the Town for a number of reasons, chief among them being that the same level of funding cannot be relied on every year due to the uncertainty of the Town's revenue streams.

The Commission held a retreat in January 2019 with the goal of creating a transition plan that creates self-sufficiency and a potential structure/operational change that would ensure the long-term success of the Creative District. This restructuring proposal and transition plan is the primary outcome of the retreat.

Restructuring Proposal: The Creative District Commission is proposing a restructuring of the Creative District into a partnership between the Town (public art) and the Center in which the advocacy, programming, and partnerships aspect of the Creative District would become a program of the Center and the public art policy would remain under the authority of a Public Art Commission under the Town. The goal of this restructuring proposal is to create an operational structure that will lead to long-term sustainability of the Creative District, while setting the Creative District up for success to better achieve our mission and support our creative community.

The *attached flow chart (Attachment A)* shows the proposed structure. The current Creative District Commission would transform into a Public Art Commission under the Town, and a new or expanded staff position and program committee coordinating the Creative District would be created under the Center for the Arts. The program focus would be on advocacy for the creative arts sector by identifying needs and opportunities for the creative community of Crested Butte. The coordinator could continue to grow current programs and initiatives related to local arts advocacy,

youth arts education, professional development, marketing the Creative District, partnering with other arts organizations, and more. The Town and the Center would continue to partner on major projects and opportunities that arise relating to economic development, “space to create,” and affordable housing.

This organizational structure change will lead to better efficiency and success of the entire Creative District and overall it is very realistic and achievable. The Center excels at programming both within its building and beyond its doors in the entire community. The Commission believes that being a part of the Center will lead to a wider and more effective reach in the community. They also agree that it makes the most sense for the Town to administer Public Art (and still ensure crossover with the Center on this Commission), because of the “Arts in Public Places Policy.” Under this policy, Public Art would be on Town-owned land and rights of way and the Town has the capacity, insurance capabilities, and in-kind support to ensure that public art opportunities move forward.

Public Process and Transition Plan Timeline: This proposed organizational structure and transition process will take a little less than a year to implement. The *attached timeline (Attachment B)* shows a suggested plan for how to move forward. The Center Board has already reviewed and discussed the proposal and has granted the Commission the permission to move forward with a public process. The Creative District is currently conducting community outreach and will host a community meeting to garner feedback on the proposal on Thursday, March 28, 2019 in the Town Council Chambers. After this meeting, the Commission will refine the proposal based on public feedback and bring the final proposal forward to the Center Board (May 14, 2019) and the Town Council (May 20, 2019) for a vote on approval.

The goal is for this transition to be complete by November 1, 2019 when the Center’s new budget cycle begins. The new/transformed Public Art Commission would begin January 2, 2020, when the Town’s new budget cycle begins (although the planning for the creation of the Public Art Commission would happen this Fall).

ATTACHMENT A



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Town of Crested Butte

Center for the Arts

***Creative District Coordinator
+ Creative District Program Committee***
(Representative sits on Public Art Committee)

***Creative District
Public Art Commission:***

- AIPP projects and decisions
- Can propose new public art projects
- Refines public art policy (temporary art, public art map, etc.)
- Makes decisions on public art maintenance

General Town Support:

- Partners and coordinates on potential economic development/affordable housing/space to create opportunities

Creative Arts Advocacy:

- identifies needs and opportunities for the creative community of Crested Butte/the Gunnison Valley
- partners and coordinates with the Town on potential economic development/affordable housing/space to create opportunities

***Coordinates different Stakeholders
in the Creative District***

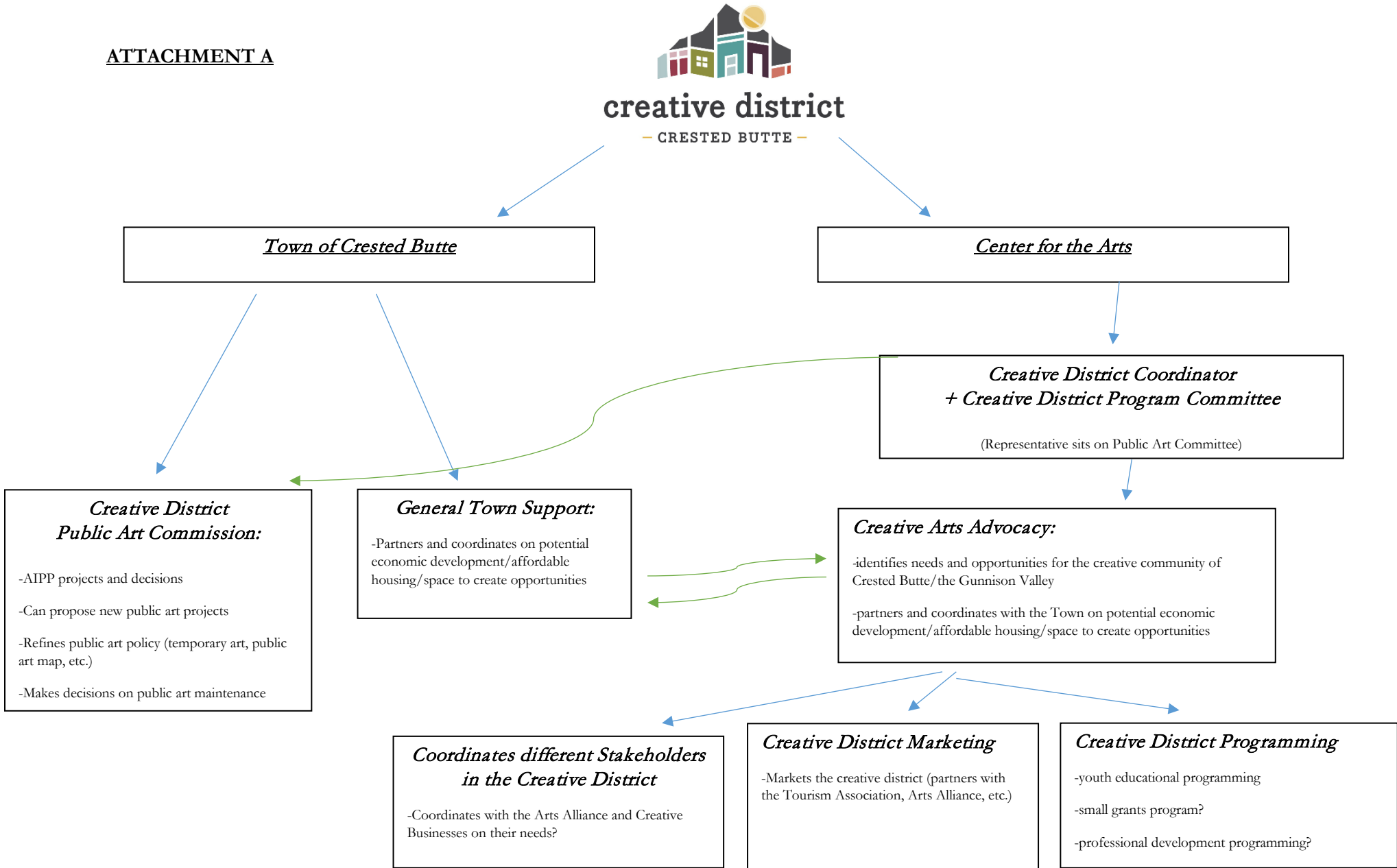
- Coordinates with the Arts Alliance and Creative Businesses on their needs?

Creative District Marketing

- Markets the creative district (partners with the Tourism Association, Arts Alliance, etc.)

Creative District Programming

- youth educational programming
- small grants program?
- professional development programming?





Creative District Transition Timeline

January 2019

- Vision and structure ideas discussed at CBCD Commission Retreat

February 2019

- Structure model proposal discussed, finalized, and voted on by CBCD Commission

March 2019

- Restructure proposal presented to Center for the Arts Board of Directors (March 12th)
- Restructure proposal update to Crested Butte Town Council (March 18th)
- Public meeting/event presenting proposal and receiving feedback (March 28th)

April 2019

- Structure model refined based on Center Board Feedback, Town Council Feedback and Public Feedback

May 2019

- Center for the Arts Board of Directors decision made on structure model proposal (May 14th)
- Crested Butte Town Council decision made on structure model proposal (May 20th)

Fall/Winter 2019/2020

- Execution of restructuring (new ordinance at Town Council for public art commission, job and program description at Center for the Arts, etc.)
- Press and community outreach about the transition
- November 1: New Position Starts at the Center, overall transition occurs
- January 2: New public art commission starts at Town of Crested Butte