

carbondale creative district

Strategic Plan 2015

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Our Story

Carbondale, Colorado is a small mountain town located in the Rocky Mountains between Aspen and Glenwood Springs in the Roaring Fork Valley, in Garfield County. Its sense of place stems from peaks of Mount Sopris, and the rolling land and rivers that surround it. This enduring link to the land has helped Carbondale through many cycles of change. Economic boom and busts have forced the residents of Carbondale to become diverse and resilient, a quality that still drives pride in the local economy today.



Mount Sopris

The original inhabitants of the Valley were the Northern Ute Indians. The first settlers arrived in the Roaring Fork Valley in 1876. The discovery of gold and silver near Aspen in 1879 increased the population as prospectors rushed to the area. The town was incorporated on January 31, 1888, and was named after Carbondale, Pennsylvania. Mining and railroading suffered a setback from the silver panic of 1893 and the growth of Carbondale slowed. The turn of the century saw the growth of potato farming. Cattle and sheep ranchers and potato farmers were the primary industry for Carbondale through the end of the 19th century. Ranching still contributes to

contribute to Carbondale's lifestyle and economy today. Potato Day, the longest standing annual community event, began with a celebration of the potato harvest in 1909. The depression of the 1930's and the closing of the railroad, produced a gradual decline in population. In the 1950s' mining took on a stronger role as Mid-Continent Coal and Coke Company began mid-volatile metallurgical coal operations near Carbondale, supplying the two primary coke plants in the Western United States. With the up swing in renewable energy sources, along with other factors, mining in Carbondale has declined though Mid Continent does still have a presence here. In the 1960s, the town of Aspen became known as a world class ski resort which brought tourism, as a major industry and economic driver, to the Roaring Fork Valley. Many Aspen residents moved down valley to places like Carbondale because of its affordability and beauty. Some of the creatives that were displaced from Aspen as the cost of living soared, chose Carbondale as a place to call home. This influence helped create the Carbondale Mountain Fair and cemented Carbondales' place in the valley as a welcome spot for artists. In the 1970s, due to an expansion in the oil and shale industries into Garfield County, an increase in population throughout the Valley caused property values to rise. This population increase created substantial growth in retail, wholesale and service based businesses. Eventually the oil industry collapsed in the county and the Exxon facilities closed in 1982. In the 1990's a large migration of Latino located in Carbondale due to the opportunity of increasing Aspen work, the construction boom and ranching. This culture added to the eclectic mix of ranchers, hippies and artists that define the "Carbondale" spirit.

Today, the Town of Carbondale is a community with a rich mixture of ranching, recreation, local food production, creative enterprises, culinary and healing arts, heritage and renewable energy industries all tied together by the land. Carbondale's community is heavily bicycle-centric and boasts extensive bike trails throughout the town and the Roaring Fork Valley. The community also embraces a reuse mentality. The Carbondale Chamber has adopted the "Base Camp" brand as Carbondale is the jumping off point for many different kinds of recreation. The two rivers, The Roaring Fork and The Crystal, provide river rich experiences, along with exceptional mountain biking, hiking, climbing and skiing. Arts and history are a

significant part of the community's culture, as well as a significant part of the local economy. Recently, in an effort to embrace Carbondale's regional heritage, the Northern Utes have been welcomed back to their homeland by a collective of local residents eager to learn and restore the historical indigenous ways that once flourished abundantly in the Valley. Carbondale is home to the Mt. Sopris Historical Society, and has a rich western ranching and farming culture. The Town of Carbondale owns a state treasure, The Thompson House, a unique home built in the late 1800's that still holds the original treasures of the folks who lived there. It is a designated National Landmark and State Historical site. A healthy community is built over time through its historical culture, often best understood by the art created over the ages. For the residents of Carbondale, art is a reflection of their culture and a point of great pride from the residents in this flourishing creative locale. The land is still the connector that keeps young and old, progressive and conservative and the many valley cultures bonded, creating an intersection of culture and community while carving its own special niche in the Roaring Fork Valley.



Carbondale Mountain Fair

The Carbondale Council for Arts and Humanities (CAAH), the collaborative partner and fiscal agent of the Creative District, was founded forty one years ago after starting the Carbondale Mountain Fair, now in its 44th year. These community members saw the arts as essential to the heart and soul of Carbondale. The fair also provided a great forum to bring together ranchers, hippies and miners. The Mountain Fair is built on volunteerism with 2nd and 3rd generation volunteers. It attracts close to 20,000 people, hosts 165 artisan vendors and brings a big chunk of summer sales tax to Carbondale. Through the promotion of arts, artists, arts education, cultural activities and events, CCAH has been instrumental in forming Carbondale's unique

identity as an arts and culture hot spot in the Rockies. Carbondale boasts many annual arts and cultural events and organizations; Carbondale's First Fridays brings hundreds of people to town to partake in gallery openings, culinary arts and music.

The Carbondale Clay Center, founded in 1997, has played a pivotal role in the local art scene by offering a positive and supportive place to build community through artistic expression and arts education. Five Point Film Festival is a four day feast of adventure film that pushes the boundaries of the genre, bringing guests in from around the world. Thunder River Theater Company was awarded the Colorado Theatre Guild's "Henry Award" for the 2012 winner of the Outstanding Regional Theatre. The Third Street Center's reuse of an old school into a mix of non and for profit businesses is a successful model of collaboration and innovation. These are just a few examples of the kinds of quality and creative ventures that bring vibrancy and economy to the town. In addition, the local radio station, KDNK, founded in 1984, has become a proud voice in the community. The wild west still keeps roots here with a weekly rodeo, a twice yearly cattle drive through town and a popular Save the Land Dance which benefits The Roaring Fork Land Trust.



Carbondale Clay Center

The healing arts are a growing economy in Carbondale. True Nature Healing Arts and Davi Nikent are the central forces that are melding creativity and health. Edible gardens, yoga, ecstatic dance, raw foods, film and education are principals of these, and many other organizations devoted to health and wellness.

Progress & Background

In 2012, The Carbondale Council on Arts and Humanities (CAAH) applied to the Colorado Creative District program to become a certified creative arts district. While it was not accepted into the program through the first application, CCAH have moved forward with the Carbondale Creative Plan. This plan is led by the CCAH in partnership with the Town of Carbondale. A Creative District Task Force has been developed through a strong group of local artists and stakeholders. In 2013, CCAH hired Dr. Flo Raitano as a consultant to help define the direction of the Carbondale Creative Plan. Dr. Raitano met with individual stakeholders including government, business, artists and nonprofits to refine the direction of the Creative Plan.

In 2014, Carbondale was selected by Colorado Creative Industries to begin the process of becoming a designated Colorado Creative District. CCAH has worked with DHM Design to facilitate public input and survey the public and key stakeholders to identify communication points and town gateways. A summary was created from over fifty responses and the public meeting. Several consultants have volunteered and/or been hired to assist with the strategic planning process, to analyze the data collected and further the goal of creative district certification.

The Creative District Task Force is broken into four strategic groups: *Governance, Economic Vitality, Marketing and Outreach, Connectivity and Wayfinding*. A fifth committee is focusing on the Creative District logo. These groups will inform the Carbondale Creative Plan in the areas of signage, story, the Carbondale Creative Industry inventory, Marketing and Branding of the creative district and strengthening creative businesses within Carbondale. Economic Development is measured by vitality and growth, from strengthening present businesses in the creative district and greater Carbondale area, and by defining and attracting businesses that fit within the scale and scope of Carbondale's business plans and goals.

Creative District Vision & Missions

Authenticity, heritage, creativity and collaboration dominate the Carbondale Creative vision. We believe strongly in building community through art, culture and creativity. The preliminary mission statements in progress are here. We are in the process of choosing and refining a final statement:

To nurture a vibrant economy and community through the arts, and support Carbondale's reputation as a place that fosters creativity, collaboration, and artistic exploration.

To unify Carbondale's Creative Industries, empowering our creative workforce to thrive thereby expanding our economy.

To nurture a vibrant economy and community through the creative industries while supporting Carbondale's reputation as a place that fosters creativity, collaboration and artistic exploration.

To promote and strengthen Carbondale through a vibrant economy that nurtures community, creativity and collaboration through identifying and connecting our creative industries with each other and the world at large.



Community Dia de los Muertos celebration

creative district core values

Arts

Art is an expression of community, and reflects the values and culture of its people. Carbondale is a town with a strong arts presence that prioritizes and values the expressions of the residents in the community. Art is a keystone of culture and valued as a way of life. In Carbondale, this core value is reflected in many ways throughout town. Arts organizations like CCAH, The Carbondale Clay Center, KDNK Community Radio and Thunder River Theater Company have helped shape the quality of life through their longevity and participation in community planning, education and economic development. Carbondale has been visibly transformed by the Carbondale Public Arts Commission (CPAC) which oversees the selection and maintenance of the town's thriving public art program. Individual expression is evident through murals, landscaping, sculpture, music and elements of surprise and delight. The arts are evident at Stage of Life Theater, OM Puppet Theater, after school art programs, most public gatherings, the local newspaper, weekly circus arts collectives, poetry clubs and guerrilla art that pops up throughout town. It is found in grassroots businesses, studio developments and events. Carbondale is considered as a place that fosters creativity, collaboration and artistic exploration.

History

Carbondale's Western cultural history is a point of pride in the Carbondale Creative District. The historic district is within the creative district, and is a significant part of the Carbondale creative identity and culture. The Mt. Sopris Historic Society is located at the 1891 Holland-Thompson cabin, with archives rich in maps, pictures and other memorabilia. Carbondale also has a historic downtown located on Main Street, off Highway 133. Great restaurants, unique, multicultural and fine gifts, books, galleries, antiques, cinema, brew pub, and a saloon or two may be enjoyed by visitors and residents year-round. Many businesses are located downtown, from nonprofits to the National Forest Service. One can even take a Historic Downtown Walking Tour. In 2014, the Town of Carbondale gifted back to the Northern Utes Bull Pasture, several miles south of the district boundaries. This park is now used for Ute gatherings, as well as community ceremony from Full Moon gatherings to Seasonal celebration.

Culture

Carbondale has a western background, linked with a strong bicycle community and pride in its creative sustainability, from edible art gardens to renew, reuse and recycle values. These key elements of Carbondale's culture provide for an environment that supports creative businesses and artists from across the state of Colorado and the United States. An example of these cultural values can be seen in events such as: Green is the New Black Fashion Extravaganza, Festival Las Americas, Dandelion Days, Potato Days and the mother of all Carbondale fests, The Carbondale Mountain Fair. Additionally, Carbondale has a large Hispanic population (approx. 40%), so Latino heritage is a significant part of our community culture. Many of our creative course instructors are bilingual, serving several communities within the greater Town of Carbondale and in partnership with the Valley Settlement Project. The Valley Settlement Project is a nonprofit organization dedicated to improving school readiness, elementary school achievement, economic sustainability and community outreach to the Latino community in Carbondale. CCAH collaborates with The Thunder River Theater Company and the Valley Settlement Project to host a very large community oriented Dia de los Muertos celebration. The Dia de los

Muertos celebration provides a space for altars that remain on display for students and community to enjoy. It also supports local Latino businesses who provide traditional Day of the Dead foods to the community and other goodies. Entertainment is a wonderful mix of Anglo and Latino community members around poetry, puppetry, song and dance.

Education

Many nonprofits and individuals are committed to creative education in Carbondale. Traditional institutions of learning are abundant in Carbondale, with Colorado Mountain College (CMC), CRMS - a private high school, 3 public schools, 1 alternative high school, 2 charter elementary schools and 1 k-8 Waldorf School.



CCAH provides art classes, studio sessions and other opportunities for arts education in collaboration with local public schools, teachers and other community partners. From piano classes in Spanish to youth fashion classes, CCAH reaches many underserved communities. Dance Initiative provides movement, performance and rehearsal space for dancers and others, including a very vibrant Circus Night each week at The Launchpad. Aspen-Santa-Fe Ballet is home to many classes in dance at the Third Street Center including their renowned Ballet Folkloric classes and troupe. Thunder River Theater Company and SOL Theater bring exciting educational opportunities for young and old to Carbondale. Thunder River also hosts the Roaring Fork Cultural Council which brings renowned speakers to Carbondale from throughout the world such as Jimmy Carter and Madeleine Albright. The Valley Settlement Project (VSP) is providing service and education in the Latino populations with growing programs

throughout the valley. In addition to the ones mentioned above, there are other organizations in Carbondale committed to education including: Five Point Film Festival, Aspen Words, Sustainable Settings, The Roaring Fork Food Policy Council, our various healing arts centers, The Mt. Sopris Historical Society, The Aspen Community Foundation, Wilderness Workshop, Jazz Aspen, Aspen Music Fest and more.



The Historic Thompson House Museum

Space

Popular gathering spots are: *The Carbondale Library*; *The Third Street Center*, a nonprofit center with several public rooms, a community bread oven, community gardens and over 40 organizations and businesses; *The Orchard Gathering Center*, a nondenominational church and event space; *Sopris Park*, hosts the Carbondale Mountain Fair, Festival Las Americas, Dandelion Day and other summer events; *The Fourth Street Plaza*, located in the creative district core, hosts the Farmers' Market, summer events and concerts; *The Launchpad* houses the CCAH and Dance Initiative's office, the R2 Gallery, a curated Artique Gift Shop and performing arts studios; *The Carbondale Recreation Center/Town Hall*; *The Northface Skate and Bike Park*; *The Carbondale Rodeo Grounds*; *Thunder River Theater*; *The Carbondale Clay Center*; *Steve's Guitars/Nugget/downtown restaurant*; *The Thompson House*.

The challenge in the coming years will be to identify and develop public gathering space that diversifies the impact of these gatherings, spreading them out instead of increasing use at Sopris Park and the 4th Street Plaza.

Sustainability

Environmental Sustainability

The town of Carbondale has a strong value system around sustainability and the environment. Recycled materials find many uses. Recycle and Compost bins are part of the streetscape. Community gardens, the Roaring Fork Food Policy Council, Solar Energy International, along with CORE(Colorado Office of Resource Efficiency) and CLEER(Clean Energy Economy for the Region) all have bases here. CMC(Colorado Mountain College) offers a four year college degree in Sustainability and the town building codes and values all reflect this commitment to a small carbon footprint. The Carbondale Creative District will include renewable Energy design and education as a creative industry.



Sustainable Settings

Fiscal Sustainability

The Town of Carbondale is seeking several funding mechanisms to ensure the sustainability and financial viability of the Creative District. Some of the potential funding mechanisms include: state and federal grants, funding from Garfield County and a sales and/or development tax to be considered by the residents of the Town of Carbondale to support the future creative district.

goals

Based upon information gathered at the our community and stakeholder meetings, and Creative District application research, the following year one and year two goals have been identified:

Goal 1: Governance Structure

Year one planning, 2015

Measurable Outcomes

1. A governance structure that implements the Creative Plan, while working towards obtaining the Creative District designation by Colorado Creative Industries (CCI).
2. The governance structure will be agreed upon by collaborative partners and fiscal agents – Carbondale Council for Arts and Humanities, the Carbondale Chamber of Commerce, and stakeholders.
3. A governance structure that acts as a specific and clear point of communication for all decisions, rules and guidelines that impact the creative district strategic planning process and its members and participants.
4. A governance structure approved by CCI for Certified Creative Districts.

Objectives

1. To research and implement a governance structure for the future Carbondale Creative District.
2. To create an interim governing structure for the creative planning process.
3. To implement a governance structure that the Creative District collaborators can easily navigate and communicate with to determine and execute appropriate courses of action.

Action Items

1. Determine an interim governance structure for the strategic planning process approved by the task force committee on governance. This plan needs the approval of members from the other creative planning task force committees, and the approval of CCAH as the fiscal agent for the interim process.
2. Research and develop recommendations on a formal governance structure for the future creative district to be presented to the creative planning task force committee members for approval. Plans that have been successfully implemented in other creative districts, as well as other models of collaborative partnerships with nonprofit, private and public sector entities, will be considered in these recommendations.
3. Develop a three-year funding plan for Interim Government. Identify and secure funding for the first three years to implement the planning process. Leverage funding whenever possible for future funding opportunities and sustainability.

Note: an interim and future creative district governance structure has been recommended by our consultants, Wendell Pryor and Associates. Their recommendation of a Network Administrator governance structure is under consideration for both the interim and formal creative district. This recommendation is based upon the size of the creative district network partners, the trust density within the partners and stakeholders, and existing successful communication methods. Please see the appendix # for supporting documentation.

Year two planning, 2016

Measurable Outcomes

1. A clearly defined governance structure, bylaws and articles of incorporation.
2. Identified governance leadership with clear roles and responsibilities.
3. Long-term sustainable funding mechanisms.
4. Successful implementation of creative district governance following the transition from interim stakeholder governance structure to permanent governance structure.
5. Develop a five-year funding plan

Objectives

1. Give formal recommendations for the State-Certified governance structure to stakeholders.

2. Present governance structure to Carbondale Town Trustees.
3. Begin Governance Transition.
4. Prepare for district State certification
5. If certified in 2016, identify and leverage funding, including local government entities, property tax options, levies, county subsidies, etc. Additionally, investigate nonprofit support in the form of grants and charitable/philanthropic donations. Private support should be identified in the forms of memberships, business and sales tax and private sector donations.

Action Items

1. Present the governance structure of the creative district to the Town Trustees. Present same recommended structure to the public for input and participation.
2. Transition from the interim governance structure to the fully implemented governance structure, while working closely with CCAH to establish protocols and defined communication mechanisms during the transition and future.
3. Work closely with Colorado Creative Industries to ensure a successful transition and certification. Governance leadership of the creative district at this time will be identified and in place.

4. A mechanism for collecting data on creative businesses and complementary businesses within the Creative District boundaries such as Cultural/Heritage tourism, event attendance etc.

Objectives

1. Define Carbondale's creative industry as inclusive through "Creative Industry" partners and "Creative Industry" supporters.
2. A strongly defined outreach strategy to the Latino community and Valley Settlement Project to include Creative Industry sectors from this community.
3. Research other creative district inventories and economic vitality plans. Develop Carbondale's Creative District economic development strategy and identify the leadership of this plan with clear roles and responsibilities.
4. Work with committees and historical/heritage groups on branding and marketing for the Carbondale Creative District.
5. Identify our target market for locally made products and define the benefit of local buy-in
6. Identify local creative district assets and secure those assets as part of the Carbondale Creative District in addition to local community resources.
7. Define benefits of local product vitality such as: authenticity, inspiration, self expression, acceptance, spirituality, diversity, freshness, freedom, fertile, inclusiveness and vibrancy as part of our 'story'.

Goal 2: Economic Vitality

Year one planning, 2015

Measurable Outcomes

1. A complete inventory of the Carbondale Creative District's businesses and assets.
2. Greater presence and involvement from the Latino community in Carbondale in the creative district planning process and Creative Industry Inventory
3. A viable and sustainable economic vitality strategy with viable funding mechanisms that target our customer: artists, tourists, front range folks, Aspen and other valley points, national art tourists, local community, families looking to relocate, retirees

Action Items

1. Work with Colorado Creative Industries to define the scope of creative businesses to be included in the creative industry inventory.
2. Work closely with the Carbondale Chamber of Commerce to identify all possible creative industry businesses and organization within the creative district boundaries and complementary businesses.
3. Identify the top three leading Carbondale creative industry segments. (Consider for leadership roles.)
4. Strengthen our existing creative businesses first through Creative Industry Inventory and marketing plan.
5. Execute and fulfill the Latino community and Valley Settlement Project outreach plan in Carbondale and increase Latino stakeholder involvement.
6. Inventory empty spaces in and around Carbondale Creative District

Year two planning, 2016

Measurable Outcomes

1. Increased creative businesses in the town of Carbondale and within the Creative District boundary.
2. A plan to provide business training to creative businesses through one-on-one counseling, webinars, web toolkit, etc. and grow strong enrollment and presence at creative district courses. Increase revenue and commerce resulting from classes in the Carbondale Creative District.
3. Identify and develop strategies around “cost of living” factors such as housing and work spaces to keep Carbondale creatives thriving.
4. Successful branding and brand recognition of the Carbondale Creative District.
5. Internet marketing and branding of targeted online traffic to the Carbondale Creative District website, resulting in increased economic vitality and revenues for most business in Carbondale.

Objectives

1. Further the Carbondale Creative District brand through economic development.
2. Website development for the Carbondale Creative District.
3. Attract new creative businesses and complementary businesses to the Town of Carbondale and the Car-bondale Creative District

Action Items

1. Define the financial structure for economic vitality and sustainability of the Carbondale Creative District, determine if funding mechanisms will include membership, a new Carbondale tax fund, advertising for the creative inventory members, sponsorship, and/or funding through Garfield County in conjunction with Governance.
2. Identify ways to market and promote the Carbondale Creative District brand
3. Outreach to sub-communities within the Town of Carbondale to develop an inclusive economic vitality plan and value proposition for the creative district.
4. Determine what funding opportunities are available for economic vitality in the sub-communities and greater Carbondale community for revenue generation.
5. Attract new creative industry businesses and

other new industries to the town of Carbondale. At this time, the creative district will work closely with the Town of Carbondale local governmental institutions and the Carbondale Chamber of Commerce to achieve this.

Additional strategic goals to consider

1. The concept of economic vitality is used strategically instead of economic development. The community of Carbondale is hesitant to allow development projects that could result in an increased cost of living in our community. Instead, economic vitality is used as a way of promoting job growth, revenue expansion and sus-tainably in a more palatable way, while respecting the considerations of the high cost of living and increased demand of working and living spaces.
2. Given the high cost of living in the Town of Carbondale, exploration of partnerships between the Creative District and Garfield County Task Force should be explored as way to encourage creative industries to flour-ish through the assistance and contribution to lower cost housing and work/live spaces.
3. Three-year planning goal concepts include having a new business outreach structure in place, an ongoing creative industry inventory maintained, and having the branding and wayfinding strategy implemented to continue to expand upon the economic development and sustainably structures.

Goal 3: Marketing & Outreach

Year one planning, 2015

Measurable Outcomes

1. Successful internal and external communication demonstrated through the response and activity of creative industry inventory members and the greater community.
2. Successful outreach, communication and response from the marketing database communication mechanism.

3. A strong response in feedback and interest from the community and stakeholders resulting from outreach and regular progress reports.
4. A greater involvement from the Latino, senior and disabled communities, and other communities identified, needing stronger outreach efforts in the Carbondale Creative District planning process.

Objectives

1. Identify internal and external communication and marketing mechanisms.
2. Accumulate and disseminate information from all access points in the Creative District and Colorado Creative Industries.
3. Utilize the creative industry and community database (done through Economic Development) for purposes of communication and marketing of the Carbondale Creative District.
4. Identify the communities that are in need of outreach from the creative district through surveys and pounding the pavement.

Action Items

1. Work closely with the Governance Committee on internal communication as determined by the interim governance structure.
2. Develop a Facebook page and presence for the Carbondale Creative District.
3. Develop the “Why Create in Carbondale Campaign”. Have plans to launch this campaign in place by the end of the year.
4. Buy the domain name for the Carbondale Creative District and set up a creative district email. Identify who will develop content and maintain the website, and who is responsible for responding to email inquiries.
5. Work with local radio stations and new papers on methods of external communication with the public for marketing strategies.
6. Create a database of creative industry inventory and community members for the purpose of communication and marketing. Identify who will assume responsibility for the database and who will utilize community and creative industry inventory data for communications. (in conjunction with Economic Development Database)
7. Create and distribute ‘progress reports’ to the community at large events and committee/stakeholder meetings to the community, stakeholders and other creative district

committees for the purpose of accountability and feedback.

8. Meet with leadership in the Latino community, seniors and people with disabilities for the purpose of out-reach and marketing.
9. Have a presence at big events i.e. Dandelion Days, Mountain Fair and Potato Days.
10. Engage the Latino community through marketing and outreach in Spanish and English

Year two planning, 2016

Measurable Outcomes

1. Have a website administrator who has clearly defined responsibilities. For example: develop a strong online presence, developed a Carbondale Creative District website, written clear content for the website, etc.
2. Secure a marketing partnership with other organizations and identifying the Carbondale Creative District target market, increase tourism, foot traffic and commerce in the Town of Carbondale and the creative district.
3. Through signage and information, communicate our story to promote interest and activity in the creative district. (work with Wayfinding and Branding Committees)
4. Continue to drive increased marketing and commerce through the creative industry database and strategic marketing plan.
5. Outreach efforts to communities within Carbondale and Garfield County resulting in increased interest and activity in the Carbondale Creative District.

Objectives

1. Launch the completed Carbondale Creative District website. This includes webpage content, design, in-corporation of the branding and marketing strategy and wayfinding to the creative industry businesses and organizations.
2. Identify and implement a broader marketing plan.
3. Develop and launch a curriculum for continuing education for the Carbondale Creative District businesses and organizations.
4. Strengthen and continue to develop the creative industry database for the purpose of communication and marketing.
5. Expand outreach to communities within Carbondale and Garfield County to increase

interest and involvement in the Carbondale Creative District.

Action Items

1. Identify who the web administrator will be with clear responsibilities.
2. Determine how the website will strategically further the marketing and outreach goals of the Carbondale Creative District.
3. Determine marketing strategy partners, like other designated creative districts in Colorado, tourism agencies and the Carbondale Chamber of Commerce.
4. Identify who the Carbondale Creative District market will be. Shape the marketing plan to strategically reach and call to action our target audience.
5. Identify classes that would be appealing and helpful for creative industry businesses and organizations. Possible subjects include: the business of art, how to market, bookkeeping, etc.
6. Launch the creative district curriculum for creative industry businesses and organizations.
7. Continue outreach to communities (i.e Latino, youth, RVR etc) within Carbondale and Garfield County to increase interest and involvement in the Carbondale Creative District.

Branding Subcommittee

This committee of designers and artists will work to define the Carbondale “Brand” through imagery and story. They will work closely with both Marketing and Outreach and Wayfinding and Connectivity committees to insure consistency. This group will only come together to refine the “brand” that has been identified all ready. Once there is consensus within the stakeholders, the “brand” will be handed off to the Task Forces.

1. Identify and refine Carbondale “brand”. The cowgirl on bicycle has public approval of approximately 70% in favor of this imagery and branding for the Carbondale Creative District.
2. Partner with the Marketing and Outreach task force committee on the “Why Create in Carbondale” campaign.
3. Design the official Carbondale Creative District logo.

Goal 4: Connectivity & Wayfinding

Year one planning, 2015

Measurable Outcomes

1. Through successful imagery and branding defined by subcommittee, have easily identifiable icons and/or guides the community recognizes to promote the Carbondale Creative District.
2. Signage and imagery is able to communicate our story to those living or visiting Carbondale to promote interest and activity in the creative district.
3. Community members can articulate the story of the Carbondale Creative District and promote increased interest and activity throughout Garfield County and to visitors from all over Colorado.
4. Determine ways to get information and connectivity with our Latino community through bilingual signs
5. Work with Recreation Department , Trails Commission and Carbondale Master plan, along with other community planning to connect plans and strengthen each other.
6. Inventory existing signage in Carbondale

Objectives

1. Clearly identify the Carbondale Creative District signage, icons, guides, etc.
2. Develop a creative district information plan and promote the story of Carbondale and our Creative District.
3. Begin the Rio Grande ArtWay planning process and inform the story of Carbondale's Creative District through this process in partnership with the Latino community.

Action Items

1. Continue to promote the cowgirl on bicycle imagery and the Carbondale Creative District brand created by Branding committee.
2. Define how to visually identify the creative industry businesses and organizations.

3. Develop gateway plan for the boundaries of the Carbondale Creative District.
4. Define methods of strategic signage and guides. For example maps, virtual tours, information parks, poles, plaques, etc.
5. Reach out to other organizations and partner in signage efforts. For example the Mt. Sopris Historical Society, Carbondale Chamber of Commerce and CDOT.
6. Partner with the Latino community to write the story of the Rio Grande ArtWay to inform the story of Carbondale's Creative District.

Year two planning, 2016

Measurable Outcomes

1. The successful development of the imagery and branding, identifying key aspects of the district through signage, icons and guides, and discovering best practices for utilizing the story of Carbondale's Creative District.
2. The strategic branding plan will have identified the most critical and positive outcome projects, and have a secured funding mechanism to support these projects over the next year and for the future maintenance for the duration of these projects.
3. Secure funding of the Latino Folk Art Garden and expand community involvement resulting in the implementation of a planning process.
4. Secure plans to gain exposure and signage at key gateway locations increasing awareness, activity and commerce in the creative district.
5. Explore Asset Mapping options and come up with a plan connected to the Creative Industry Inventory

Objectives

1. Identifying key aspects of the district through signage, icons and guides, and discovering best practices for utilizing the story of Carbondale's Creative district.
2. Utilize the branding plan through imagery for the creative district.
3. Assist and partner with the Latino community in the development and planning of the Rio Grande ArtWay.
4. Identify and address further signage and wayfinding needs of the Carbondale Creative District.

Action Items

1. Expand and build upon the imagery and branding, identifying key aspects of the district through signage, icons and guides, and discovering best practices for utilizing the story of Carbondale's Creative district.
2. Identify the best projects for the strategic branding plan and the funding mechanisms to support these projects.
3. Plan for the Rio Grande ArtWay by identifying funding mechanisms for Latino Folk Art Garden, and work with the Latino community on design and implementation according to the budget of the project and stipulations of the agreed upon planning process.
4. Research best practices of exposure and signage to address addition gateways and wayfinding strategies for the creative district.
5. Identify the key locations for present and future signage and gateway exposure needs.

Collaboration and Overlapping Goals

The task force committees comprised of stakeholders in Carbondale's arts community have been working tirelessly towards developing the Carbondale Creative District. The goals are lofty, but through collaboration across our committees, CCAH, our consultants and the Town of Carbondale we are committed to the success of this project. Given the ambitious goals for each stakeholder task force committee, we want to keep in mind that many of the year one goals will run into year two and even year three goals. However, we are committed to the successful completion of all goals set before us by year three and the formal Carbondale Creative District certification by Colorado Creative Industries.

Many of our goals overlap between task force committees. We have identified the following task force overlapping goals:

1. Media and community outreach will require collaboration between the Marketing and Outreach Committee, the Connectivity, Wayfinding and Branding Committee and the Governance Committee.
2. The Branding Subcommittee will develop the Carbondale Creative District brand and work with Connectivity and Wayfinding committee, the Marketing and Outreach committee and the Economic Development Committee.

goal details

Year one, 2015

Year One Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Interim Governance Structure	Create temporary process for Governance Committee with representation from each Creative Plan committee	Governance	Successful communication and consensus on governing decisions and processes.	COAH	This temporary structure is generally agreed upon by all creative planning committees.	Implementation is presently ongoing.
	Create a task based decision making process					Completion is projected by the end of 2015
	Evaluate CCAH staff members as fiscal agents					
	Determine the central point of communication for creative planning and committees					
Creative District Governance Structure	Determine appropriate formal governance structure	Governance	Consensus and implementation of the formal governance structure by all partners and agents	COAH	Currently being evaluated by the Governance Committee	Consultants have provided recommendations on appropriate formal governance structures.
	Identify fiscal agent					
	Formalize partnerships					
Creative District Inventory	Work with CCI to define scope of creatives	Economic Vitality	Includes businesses and other organizations	Carbondale Chamber of Commerce	CMC student interns will assist/develop the creative inventory list by the end of the year	In conversation with CMC to recruit interns
	Work with the Carbondale Chamber of Commerce to identify all potential creative businesses in the district.		Clearly shows all assets	Colorado Mountain College		The Creative Inventory is in progress
	Identify the top three leading creative businesses		Developed to be more inclusive of possible members	Town of Carbondale		Will be ongoing through year two and beyond.

Year One Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Greater Presence and Involvement in the Historical, Heritage Societies and Latino Community	Develop outreach strategy for the Valley Settlement Project	Economic Vitality	Increased interest and involvement from the Latino community	Valley Settlement Project	Outreach Strategy	?
	Develop outreach strategy for the entire Latino Community			Latino Community	Stakeholder Lists	?
	Partner with heritage/historical societies on marketing and branding		Historical and heritage groups active interest and involvement in branding and marketing	Mt. Sopris Historical Society	Community targeted E.V. plans	Ongoing
	Create a stakeholder list to maintain Latino community involvement			Heritage Groups	Outreach to other heritage groups	Ongoing
Develop and Implement A Viable & Sustainable Economic vitality Strategy	Research other Colorado Creative District's inventories and economic vitality	Economic Vitality	Consensus among partners on the strategy and E.V. plans	Town of Carbondale	An approved and implement E.V. plan/strategy	?
	Identify leadership to execute the economic vitality strategy/plan		Increased revenues and tourism in the creative district boundaries	Carbondale Chamber of Commerce	Leadership and responsibilities clearly identified	
	Partner with the Carbondale Chamber of Commerce to develop a collaborative economic vitality strategy		Increased business and job growth in Carbondale and the creative district	Other Creative Districts	Industry growth and interest	
Identify Internal and External Communications and Marketing Mechanisms	Marketing & governance committees work closely together to develop interim communication and governance structures	Marketing and Outreach / Governance	Successful internal and external communication systems implemented	Governance Committee	Interim communications plan developed and implemented	In Progress
	Develop a Facebook page and presence for the creative district	Marketing and Outreach		Strong response, interest and involvement from the Carbondale community and around Colorado	Marketing and Outreach Committee	Strong following and subscription to the Facebook page
	Buy domain name and set up email for the creative district		Local New Papers		Website administrator identified with clear responsibilities	Complete
	Identify a website administrator			Local Radio Stations	Marketing and communication options identified	In Progress
	Work with local radio stations and news papers on strategy					

Year One Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Accumulate and Disseminate Information Within and Outside of the Creative District	Create database of the creative industry inventory and community stakeholders	Marketing and Outreach	Strong response resulting from the marketing database / communications mechanism	Unknown	Database setup and stakeholder information captured	?
	Identify database administrator				Database administrator identified	
	Create and disseminate progress reports to the community at events and meetings		Strong feedback and expanded interest resulting from regular progress reports	Potential partnerships with the Town of Carbondale and the Carbondale Chamber of Commerce?	Progress reports distributed at community meetings	?
	Maintain accountability of the creative district through feedback				Feedback data from progress reports captured and included in database	
Identify Communities In Need of Outreach from the Creative District	Meet with leadership from the Valley Settlement Project and Latino community	Marketing and Outreach	Greater involvement from the Latino community, seniors and disabled peoples	Valley Settlement Project	Create contact lists and maintain continued communication and outreach to each group or community	?
	Outreach to seniors/retired groups and representatives				Seniors, Red Hat Societies, AARP, etc.	?
	Meet with organization and community groups representing people with disabilities			American Association of Disabled Persons	Increased involvement and activity from groups or communities in the Carbondale Creative District	?
	Identify other communities needing to be in contact with the creative district			Veterans?	?	
Define Imagery and Branding of the Creative District	Begin work on the official Carbondale Creative District logo/ Continue to promote Cowgirl on Bicycle	Connectivity, Wayfinding, and Branding	70% approval rating of Cowgirl on bicycle from the Carbondale community	?	Cowgirl on Bicycle	In Progress
	Define how to visually identify creative industry businesses and organizations		Easily identifiable icons and/or guides to promote the creative district	Unknown	Concepts of landmarks, plaques, etc.. Under review	?

Year One Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Clearly Identify Creative District Signage, Icons, Guides, etc.	Define methods of strategic signage and guides and locations	Connectivity, Wayfinding, and Branding	Maps, virtual tours, information parks, poles, plaques, sculpture, gardens, etc.	CDOT, Town of Carbondale, Carbondale Chamber of Commerce	Concept of horseshoe and bicycle gear	In Progress
	Outreach and partnership with other organizations and partner in signage efforts.			Garfield County, Historical Society	Highway signs, Standing signs on main corridor and entrance to the Town of Carbondale	In Progress
	Partner with the Latino community on the Rio Grande Artway Project			Latino Community	Folk art garden concept	?
Develop Carbondale's Creative District Story	Partner with the Latino community in developing the creative district story	Connectivity, Wayfinding, and Branding	An accurate, engaging, multicultural story of the Carbondale Creative District	Latino Community	Inform the creative district story with information from the Latino community	?
	Partner with the Historical Society and the Town of Carbondale			Historical Society, Town of Carbondale	Inform the creative district story with information from the documented history of the Town of Carbondale	?
"Why Create In Carbondale" Campaign	Partner with the Marketing and Outreach Committee	Connectivity, Wayfinding, and Branding	Have the plan for the campaign completed by the end of 2015	Marketing and Outreach Committee	Successful launch of 'Why Create in Carbondale' campaign and concept	?
	Partner with the Economic Vitality task force committee			Economic Vitality Committee	recognition by community and targeted audience	?

goal details

Year two, 2016

Year Two Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Transition from Interim to Official Creative District Governance Structure	Develop official creative district governance structure.	Governance	Successful communication and consensus on governing decisions and processes.	Town of Carbondale	Governance structure, bylaws and articles of incorporation	Progress pending completion from year one goals
	Present governance structure to the public and Town of Carbondale Trustees for input.			Public Trustees		
	Work Closely with CCAH and CCI to ensure successful implementation		Public support of the governance structure and approval of methods from the town	CCI	Carbondale Creative District approved and certified!	Pending CCI approval and completion of creative district year one goals
	Work with CCAH and CCI to establish protocols and communication mechanisms		Prepare for Creative District certification	CCAHA		
Identify governing leadership, roles and responsibilities	Identify leadership with clearly defined roles and responsibilities	Governance	Long term sustainable funding mechanisms	CCAHA and CCI	Successful transition from interim stakeholder structure to the implementation of the creative district governance structure	Pending creative district certification and transition
	Secure funding mechanisms for the creative district		Bylaws	Fiscal Partners		
	Establish leadership and implement roles in the certified creative district		Articles of incorporation	Leadership and community stakeholders		
Financial Structures for Economic Vitality and Creative District sustainability	Outreach to sub-communities of Carbondale	Economic Vitality	An inclusive E.D. plan and value proposition	Town of Carbondale	Attract new business to the Town of Carbondale and the Creative District	?
				Sub-groups and sub-communities	?	?
	Determine what funding mechanisms are available and secure them for the creative district		Financial sustainability	CCAHA as fiscal agent?	Membership funds, taxes, sponsorships?	?

Year Two Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Further the Carbondale Creative District Brand Though Economic Vitality	Identify ways to market and promote the Carbondale Creative District	Economic Vitality	Increased businesses and revenues in the Town of Carbondale and Creative District	Town of Carbondale	Economic Vitality plan implemented with successful branding	?
	Survey the success of branding of the Carbondale Creative District		Brand Recognition	Garfield County		?
				CDOT		
				Carbondale Chamber of Commerce		
Attract New Business to the Town of Carbondale and the Creative District	Increase the number of creative businesses and organizations in the creative district	Economic Vitality	Expanded creative district inventory and assets	Town of Carbondale Carbondale Chamber of Commerce	Sustainable business and job expansion	?
	Increase the revenue and business traffic attracted to Carbondale and the creative district		Sustainable job growth and business development	Community groups in Carbondale and Garfield County	Expanded creative businesses in Carbondale	?
	Expand the "Why Build in Carbondale" Campaign		Community support of the E.V. creative campaign	Other local government and state institutions	?	?
Official Carbondale Creative District Website and Online Presence	Internet and website marketing and outreach	Economic Vitality / Marketing and Outreach	Internet marketing and branding to target online traffic to the Carbondale Creative District website.	Website administrators	Online marketing and branding resulting in increased economic vitalities, like job growth and revenues.	Pending website development
	Identify website administrator with clear responsibilities			Accountability for the creative district website		
	Develop strategy for website marketing and outreach					
	Link the creative district website to town and county websites					
	Link Carbondale's Creative District with CCI and other creative districts					
	CCI website, other creative districts websites					
Identify and Implement a Broad Marketing Plan	Identify marketing strategy partners	Marketing and Outreach	Increased tourism, foot traffic, and commerce in the Town of Carbondale and the Creative District	Town of Carbondale	A strategic and broad marketing plan for the creative district	?
	Identify the creative district marketing target audience			Other strategic partners		
	Shape the marketing plan to strategically reach and call to action target audience					

Year Two Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Develop and Launch a Curriculum for Creative District Businesses and Organizations	Identify courses that would benefit creative industry businesses	Marketing and Outreach	Curriculum and instructors identified and marketed to the creative district for creative industry continuing education	Carbondale Chamber of Commerce	Expert instructors recruited for each course	TBA
	Determine if a partnership with Colorado Mountain College would be advantageous.			Colorado Mountain College	creative industry interest and enrollment	
	Determine if classes should be held at the creative district centers or at CMC.				Continuous improvement and expansion of the creative district	
Strengthen and Expand the Creative Industry Data Base for marketing and communication purposes.	Continue outreach to communities of interest and untapped potential creative industries	Marketing and Outreach	Increased activity and interest in the Carbondale Creative District	New communities and potential creative industry partners	A wide breadth of data information collected in the creative district database for marketing and communication purposes	Initial database must first be established
	Drive interest and increased commerce through the creative district database and strategic marketing		Expansion of data collected in the creative district database	Carbondale Chamber of Commerce		?
Develop Imagery and Branding Further (Icons, Signage, Guides, Story, etc.)	Identify and expand upon key aspects, landmarks, and businesses through signage, guides, icons, etc.	Connectivity, Wayfinding and Branding	Expansion of tourism and commerce in Carbondale and the creative district.	Community stakeholders	Signage, icons, and story are fully developed and utilized in a plan using best practices in collaboration with the town, community, and other possible partnerships.	?
	Discover best practices of for utilizing the story or Carbondale's Creative District			Town of Carbondale		

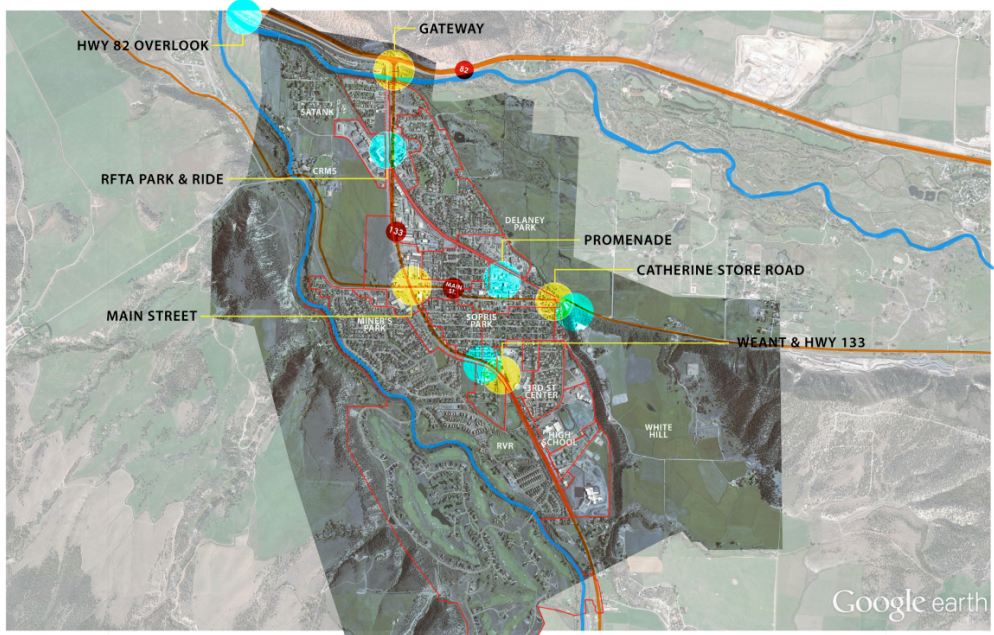
Year Two Detailed Goal Matrix

Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Develop Strategic Branding Plan of Imagery for the Creative District	Identify the best projects for strategic branding	Connectivity, Wayfinding and Branding	The most critical and positive outcome projects identified	Carbondale Chamber of Commerce	The critical and most beneficial branding projects will have been identified, partnerships established, and funding mechanism secured	In Progress?
	Identify and secure funding mechanisms for strategic branding plan strategies		Funding mechanisms for branding strategies secured	Town of Carbondale		
	Identify future maintenance requirements for branding strategies		Consider hiring professional branding / marketing consultant	CDOT	Future planning strategies documented and possible partnership candidates and funding sources identified	?
	Determine possible future partnership in branding strategies		Identify necessary partners for future projects and maintenance	Future partner?		
Planning and Development of the Rio Grande Artway	Partner with the Latino community	Connectivity, Wayfinding and Branding	Documented partnership / collaboration with the Latino Community and the Valley Settlement Project	Latino Community	Latino Folk Art Garden Project is started before certification of the creative district	?
	Identify funding mechanisms for Latino Folk Art project(s)					
	Collaborate with the Latino community on design and implementation within the parameters of space and budget		Funding for Folk Art Garden and Rio Grande Artway secured	Valley Settlement Project		
Future Signage and Wayfinding Needs of the Carbondale Creative District Identified and Addressed	Research best practices of community exposure and signage	Connectivity, Wayfinding and Branding	Initial signage for the creative district is in place around gateways and throughout Carbondale	CDOT	A documented plan for future signage and exposure for the Carbondale Creative District	?
	Determine gateway and wayfinding locations and strategies for future exposure		Documented plans for future signage and wayfinding	Town of Carbondale	Partnerships established with CDOT and the Town of Carbondale in future signage and wayfinding collaborations	

Year Two Detailed Goal Matrix						
Project / Objective	Action Items	Goal Group / Committee	Metrics / Outcomes	Partnerships	Aspects of Completion	Progress / Completion
Develop Strategic Branding Plan of Imagery for the Creative District	Identify the best projects for strategic branding	Connectivity, Wayfinding and Branding	The most critical and positive outcome projects identified	Carbondale Chamber of Commerce	The critical and most beneficial branding projects will have been identified, partnerships established, and funding mechanism secured	In Progress?
	Identify and secure funding mechanisms for strategic branding plan strategies		Funding mechanisms for branding strategies secured	Town of Carbondale		
	Identify future maintenance requirements for branding strategies		Consider hiring professional branding / marketing consultant	CDOT	Future planning strategies documented and possible partnership candidates and funding sources identified	?
	Determine possible future partnership in branding strategies		Identify necessary partners for future projects and maintenance	Future partner?		
Planning and Development of the Rio Grande Artway	Partner with the Latino community	Connectivity, Wayfinding and Branding	Documented partnership / collaboration with the Latino Community and the Valley Settlement Project	Latino Community	Latino Folk Art Garden Project is started before certification of the creative district	?
	Identify funding mechanisms for Latino Folk Art project(s)					
	Collaborate with the Latino community on design and implementation within the parameters of space and budget		Funding for Folk Art Garden and Rio Grande Artway secured	Valley Settlement Project		
Future Signage and Wayfinding Needs of the Carbondale Creative District Identified and Addressed	Research best practices of community exposure and signage	Connectivity, Wayfinding and Branding	Initial signage for the creative district is in place around gateways and throughout Carbondale	CDOT	A documented plan for future signage and exposure for the Carbondale Creative District	?
	Determine gateway and wayfinding locations and strategies for future exposure		Documented plans for future signage and wayfinding	Town of Carbondale	Partnerships established with CDOT and the Town of Carbondale in future signage and wayfinding collaborations	

appendix

Creative District Map & Boundaries



Connectivity & Branding



Supplemental Documents

Creative District Inventory

The Carbondale Creative District Inventory to be provided here.

Governance Structure, Bylaws, and Articles of Incorporation

Network governance article or a citation reference as a source supporting the validity of a Network Administrator form of governance should be provided here.

Signage Concept for Wayfinding

The Carbondale sign concept information and images for key gateways to be provided here.