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# Silverthorne

Arts & Culture Strategic Plan

January 2016

## A SPECIAL THANKS

Silverthorne's Arts and Culture Strategic Plan would not have been possible without the guidance of the Silverthorne Arts & Culture Advisory Group – those we affectionately called the ARTvocates – who helped to shepherd this inaugural report. We are grateful for their thoughtfulness and their diligence in representing the Silverthorne community.

The plan belongs to the ARTvocates and to those who participated in other ways – attending public events and coffees to share their wisdom. Among those who helped include Silverthorne residents, every 4th grader in Summit County, the business community, local artists and creatives, Breck Create, the Town of Salida, the City and County of Denver, and many more.

All those who provided input will see their fingerprints on this plan, and the plan is better for their handiwork.



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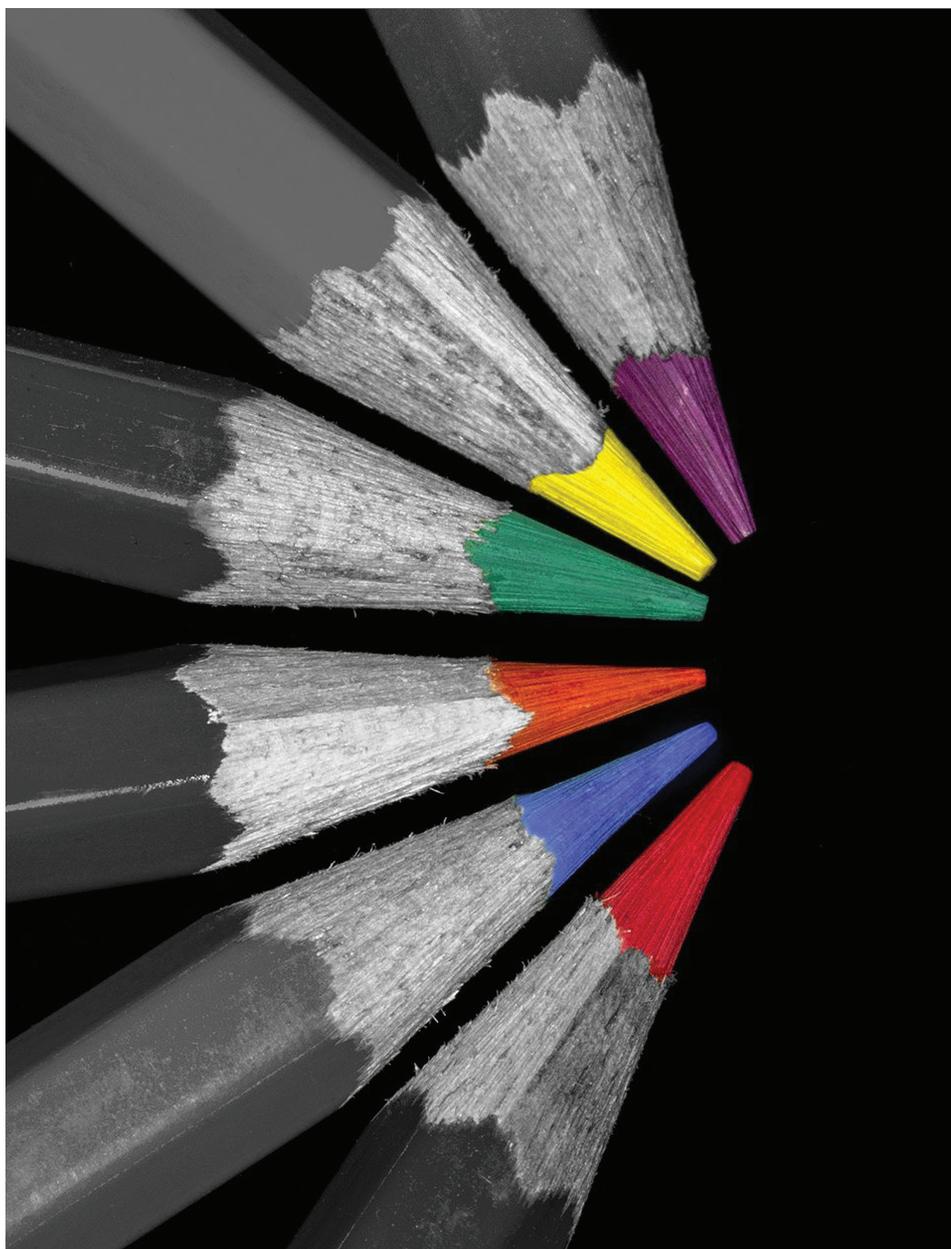
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## PREFACE – PLANNING PROCESS

### Placemaking

There are many ways to write a plan. Placemaking is an approach to planning that starts with the idea that a neighbor, a park, a street, or a whole town can be transformed through the arts, culture, history and creativity as the community comes together to express and experience what connects them to their place. A placemaking process was the right one for this plan because the Town of Silverthorne is focused intently on creating a sense of place – a central theme in all of the existing town plans. The Town approached this project in hope that arts and culture will instill a sense of place, create vibrancy, stimulate the local economy and connect us to one another. Placemaking is about tapping into what members of the community love (and can imagine) about the place where they live. A placemaking approach creates a vision for arts and culture that leverages existing arts and cultural resources and planned projects (including the Lake Dillon Theatre Company's new home) and extends these into the future. It translates the vision into a plan and program of uses, events, and ideas to create a flexible implementation strategy.

### Community Leadership

At the heart of the planning process was the Planning Committee - ARTvocates – a diverse group of community representatives whose values, aspirations, knowledge and skill gave the plan its shape and direction. The planning team, including the ARTvocates, worked to align the arts and culture plan with the Town's Comprehensive Plan, POST Plan, Town Council's goals and Economic Development

Advisory Committee's (EDAC) goals and to capitalize on the planning processes for the new theatre and the downtown. They worked to articulate a coherent and compelling vision, establish a sense of mission that will inspire arts and cultural events and activities, and outline a set of goals and implementing strategies that will ensure that Silverthorne will realize the vision.

### Community Engagement

In addition to ARTvocates meetings, the planning process extended into the wider community with bilingual outreach, artists coffees, and two public meetings. In both public meetings, in an informal and interactive setting, the community participants had the opportunity to review draft plan language, explore the link between the arts and culture plan and the other town plans, and offer their perspectives on the future of arts and culture in Silverthorne. All of the outreach efforts relied heavily on visual images, examples from other places, stories, and informal conversation in hopes that the planning process would be accessible, immediate, and visceral.

### Demonstrating that the Arts can be Immediate and Accessible

To engage the community in the arts during the planning process, the Town of Silverthorne staff built and displayed the Silverthorne version of Candy Chang's international art experience "Before I Die...". The movable walls allow members of the community to participate with those around the world in recognizing that life is fragile and our time short and in expressing in writing the things they hope to accomplish before they die. The thought-provoking art installation

generated both very serious and very light-hearted responses. The staff documented the hundreds of responses as they moved the piece to different places and different audiences.

### Best Practices

The planning process was grounded in an understanding of the best practices of vibrant communities that have succeeded in making arts and culture driving forces in their communities. The plan benefited from those in Colorado that have already achieved Colorado Creative District designation, something that Silverthorne aspires to. The plan also looks to the other communities in Summit County in recognition that there is real synergy and shared benefit if Silverthorne works with and plans in conjunction with Breckenridge, Frisco, Dillon and Summit County.

### Planning Process Conclusion

The goal of the plan is to set the course for long-term investment in arts and culture that will build a sense of community and fuel economic growth and to springboard near-term actions that will demonstrate immediately that Silverthorne is a community that embraces the arts, respects its heritage and shares the cultures of its diverse population.

## INTRODUCTION – ARTS AND CULTURE

### A Place to Begin

Silverthorne's first arts and culture plan must begin with our comprehensive plan and our shared vision. As our comprehensive plan states, our town is a vibrant mountain community. Arts and culture will support the comprehensive plan goals – enhance our sense of place, help to create a walkable downtown, build on our abundant recreational resources, complement high quality architecture and design and contribute to a healthy economic expansion.

### What an Arts & Culture Plan Should Make Possible

The Silverthorne Arts and Culture Plan seeks to open the door to the widest possible interpretation of culture and of cultural events. Embracing the three definitions you see on the right side of this page gives Silverthorne the freedom to create opportunities for the community to come together for artistic, scientific, political, social, gastronomic, legal, religious, historic, recreational and philosophical purposes. The activities made possible by implementation of this plan will be the formal and the spontaneous, highbrow and down-home, heart breaking and sidesplitting.

The elements of our cultural heritage, such as our art, music, history, traditions, values, folkways, and beliefs, are everywhere. How we talk, what

we eat, how we spend our free time, and what we believe about the most important topics of our time provide insights into our history and our culture.

We will create a place where those who live, work, and play in Silverthorne have the opportunity to build a shared culture together.



photo: hahamag.com

### Culture is...

...that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired... as a member of society

– *Edward Tylor*

...the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving

– *Geert Hofstede*

...the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of its self and its environment

– *Edgar Schein*

## VISION

In the future, residents and visitors of all ages, from around the region and around the world, will experience Silverthorne in vastly new ways; they will also experience the Town precisely as we experience it now – relaxed, welcoming, open, accessible, diverse, affordable and breathtakingly beautiful. We can see a day when the Town of Silverthorne is as well known for arts and cultural events as it is for its recreational possibilities. Our town will provide opportunities for the extended community to come together to share common and diverse histories, traditions, and customs as well as enjoy permanent, temporary, and spontaneous expressions of art and culture.



image: Sven Roumen

“We are imagining a future where Silverthorne’s musical performances, theatrical offerings, lectures, celebrations, artist endeavors, and historical exhibits will define the town in equal measure with parks, trails, open space, and recreation.”  
– Ryan Hyland, Town Manager

## MISSION

This plan contains the first steps toward our vision. In these pages – and in implementing the strategies the reader will see here – Silverthorne is setting a course for the future. We are committed to these things:

I. We will create opportunities to build community and connection through cultural and artistic events that demonstrate in compelling ways that Silverthorne welcomes participants of every age; people from every place, language and history; and both new arrivals and long-standing residents. Events will celebrate our shared heritage and our individual experiences. We will include everyone – those of different economic means, of different traditions and ways of living, of different experiences, histories and values, and of different ways of expressing their artistic vision and their cultural history.



photo: Studiozedd



photo: Ruth Hartnup

II. We will transform the downtown into a walkable, welcoming, active place. Silverthorne's residents and visitors will come downtown to meet one another for quiet conversation, active entertainment and educational experiences. The downtown will give entrepreneurs, artists, entertainers, cultural and historical organizations, and arts organizations the opportunity to find their audiences. We will connect downtown to the cultural complex, the river and the whole community.

**III.** We will make the theatre, the Pavilion, the green space and plazas around the theatre and the bridges across the Blue River important areas for community gatherings. This will be a place for all parts of the community to come together for planned artistic, cultural and heritage festivals, performances, celebrations, and exhibitions. It will be an informal gathering place to experience a public art installation, learn about the past, sit by a fireside and listen to the river, or meet other members of our community. The complex will be the primary place for artistic expression.



photo: MTA

**IV.** We will link the Blue River to the theatre and to the downtown in creative and interactive ways. We will draw residents and visitors to the river that is central to our identity and a defining element of our shared traditions, heritage and values.



photo: Glenn Harper

## GOALS THAT ADVANCE THE VISION AND MISSION

The following strategic goals have been developed to advance the vision and mission articulated by the community and the Town of Silverthorne leadership.

### Creating a Platform for Success – Leadership and Resource Allocation

**1.** Appropriate staffing resources should be defined and allocated to enable implementation of the Arts and Culture Strategic Plan and protocols should be established for decision-making and community involvement. Decision-making protocols should outline consultative lines of communication between Community Development, Public Works, and the Recreation and Culture Town departments to ensure that the arts are considered and more fully integrated into the Town's work.

**2.** Allocation of appropriate funding through the General Fund should be considered to assist with implementation of the Arts and Culture Strategic Plan goals. Town staff should research additional funding sources and present them to the Town Council for consideration.

**3.** The Town should establish an Arts & Culture Advisory Committee. The Committee can assist the Town in implementing the Arts and Culture Strategic Plan goals. Town staff will create and develop bylaws for the Arts & Culture Advisory Committee and propose them to Town Council for approval.

**4.** The Town should consider taking steps to establish a collegial presence and network at the state level through Colorado Creative Industries and with other municipalities Silverthorne admires or can imagine creating partnerships or affiliations with in the future. An annual opportunity should be sought to highlight Silverthorne's progress with other peers in Colorado.



### Creating Intentional Spaces that are Enhanced by Arts & Culture – Placemaking

**5.** Incorporation of arts, culture, and creativity should be encouraged in new and existing developments, particularly those located in the downtown. Elements that may be considered include, but are not limited to, street width, parking, crosswalks, lighting, landscaping, street furniture, and signage. Furthermore, the development of spaces, such as live-work studios, art galleries, arts, culture and heritage displays, and areas that encourage public gathering should be encouraged.

**6.** Creating a master plan that encompasses the cultural complex outdoor amenities, the Highway 9 and 4th Street intersection and the festival bridge, from downtown to the Blue River should be considered. The master plan can prioritize initial arts and culture investments in the area.

**7.** Consideration of a live-work space development to the Town's downtown core should be explored. The Town could educate private sector developers about these potential spaces that may help facilitate uses such as gallery space, work studios, not-for-profit offices for arts or cultural organizations, classrooms or performance space.

## Establishing a Presence – Arts & Culture Programming

**8.** Through strategic marketing efforts, the Town should consider ways to enhance the visibility and awareness of arts, culture and heritage in Silverthorne. Staff could create publications, announcements, and information releases, either through electronic or other means, to invite and encourage residents and visitors to participate in the arts and cultural activities.

**9.** The Town should collaborate with the Lake Dillon Theatre Company to ensure that services, programs, and events of both the LDTC and the Town complement and support each other. The partnership should assist both organizations in fully realizing their own goals, as well as creating a new initiative to provide arts and culture opportunities to the whole community. The partnership could include programming of shared spaces (Theatre, Pavilion, and Cultural Complex), joint marketing efforts, complementary themes/messaging, and more.

**10.** With support from the Arts & Culture Advisory Committee, the Town should consider creating an events and activities schedule. Annually, the Town should initiate, or work with an arts organization to initiate, one signature, participatory art project (along the lines of the Candy Chang project that accompanied the planning process) so that Silverthorne residents and visitors can join in the creative process. The schedule should also include additional arts/cultural events or activities. It is recommended that at least one of the events or activities have a direct connection to the Blue River.

photo: Morty



**11.** Organization of a grand opening celebration for the Theatre and Cultural Complex should be planned, which conveys the message that the Town values arts and culture and is committed to providing high-quality, diverse, and accessible experiences for residents and visitors.

**12.** The Arts & Culture Advisory Committee could be tasked with managing the selection and installation approach for the inaugural mural art on the west elevation of the Theatre.

## Positioning for Future Growth

**13.** With support from the Arts & Culture Advisory Committee, Town staff will consider taking the steps necessary to fulfill the application criteria for the Colorado Creative District designation for the Cultural Complex during the 2017/2018 candidate cycle.

**14.** Town staff should organize an annual State of the Arts Plan meeting with the Advisory Group members and engage the community in a discussion of the State of the Arts. The staff can use the occasion of the State of the Arts Plan to meet with Town Council and review progress in plan implementation.

**15.** It is anticipated that the Town will need to update the Arts and Culture Strategic Plan in five years.



**Multi-Cultural & Diverse**  
**Welcoming, Relaxed & Natural**  
**Creative & Progressive**  
**Playful & Colorful**  
**Adventurous & Energized**

“Through community sessions we’ve distilled a real sense of Silverthorne’s emerging identity, including their aspirations for a vibrant downtown.”

— Janesse Brewer, 23.4 Degrees

## GOALS AT-A-GLANCE

**G1a.** Establish appropriate staffing resources

Q2 2016

**G1b.** Establish protocols for decision-making and community involvement

Q2 2016

**G2a.** Secure funding through General Fund

Annual

**G2b.** Research & pursue Town Council-supported funding streams to augment General Fund allocations

Annual

**G3.** Establish the Arts and Culture Advisory Committee

Q2 2016

**G4.** Participate in Colorado Creative Industries & targeted networking with other municipalities

Annual

**G5.** Encourage incorporation of arts, culture, and creativity in new and existing developments

Q4 2016

**G6.** Create a master plan for Silverthorne's downtown

Q3 2017

**G7.** Consider live-work spaces

Annual

**G8.** Enhance the visibility of arts & culture in Silverthorne for residents & visitors

Annual

**G9.** Develop & demonstrate a collaborative culture between LDTC & TOS through programming, joint marketing, and messaging

Annual

**G10.** Create an events and activities calendar

Annual

**G11.** Organize a grand opening celebration for the Theatre & Cultural Complex

Q1 2017

**G12.** Select & Install a mural on the west elevation of the Theatre

Q1 2017

**G13.** Submit an application for the Colorado Creative District designation

2017-2018

**G14.** Organize an annual "State of the Arts" session with the 2015 Advisory Group members & use as a platform to share annual progress with Town Council

Annual

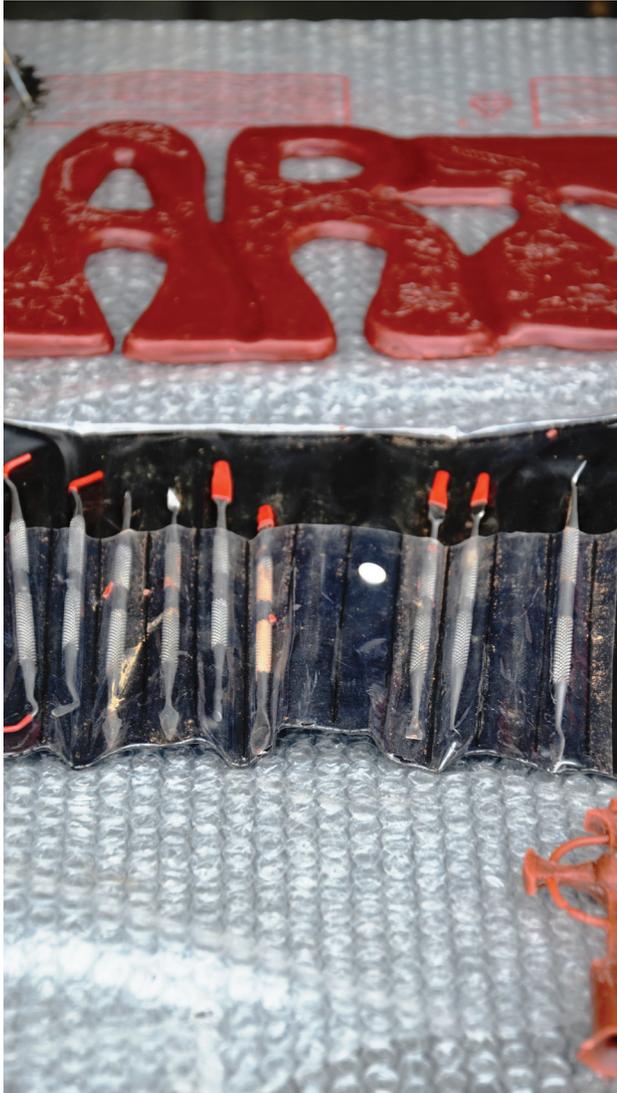
**G15.** Consider updating the Arts and Culture Strategic Plan in five years

2021

- **Creating a Platform for Success -- Leadership & Resource Allocation**
- **Creating Intentional Spaces that are Enhanced by Arts & Culture -- Placemaking**
- **Establishing a Presence -- Arts & Culture Programming**
- **Positioning for Future Growth**

## ECONOMIC IMPACT

A national perspective and an examination of other Colorado towns can help to illuminate the potential economic benefit to the Town of Silverthorne from investment in arts and culture.



### Local Impetus

Before turning to the national and state comparisons, it is worth noting that much of the impetus for the inaugural arts and culture strategic plan came from EDAC, Silverthorne's Economic Development Advisory Committee. They recognized – rightly – that by embracing the diversity of the community's history and culture and offering great entertainment and a vibrant arts and cultural sector, Silverthorne will also thrive economically.

### National Perspective

Cultural activities and the arts are widely known to be important economic drivers. They fuel economic growth, create and sustain jobs, and support local tourism. Arts and culture are resilient, showing strength during economic downturns and prospering during economic upturns.

Nationwide, America's non-profit art industry generates \$135 billion in economic activity annually (\$61 billion in nonprofit arts and culture organizations and \$74 billion from event-related expenditures by their audiences). That level of spending supports more than 4 million full-time equivalent jobs, generates \$87 billion in household income, and produces \$22 billion in revenue to local, state, and federal government.<sup>1</sup> Those who enjoy a night at the theatre or visit

an arts district also spend money on meals and transportation, and make other purchases.<sup>2</sup>

### Colorado Comparison

Arts & Economic Prosperity IV<sup>3</sup> is a 2012 report covering 182 regions. Looking at four regions in Colorado with active tourism industries – the City of Durango, Gunnison County, the Town of Crested Butte, and the Town of Telluride – gives Silverthorne a sense for what's possible. The table to the right shows the population, spending, and economic impact in the four study areas, as well as the national average, in 2010 dollars (the source data came from the 2010 Census). The data were translated to a per capita value, applied to the population of Silverthorne and inflated to 2015 dollars.

1 Source: Americans for the Arts. Arts & Economic Prosperity IV study, 2012.

2 Source: <http://www.westerncity.com/Western-City/May-2013/How-the-Arts/>. Accessed in November 2015.

3 The "Arts & Economic Prosperity IV" is a large, comprehensive, and widely accepted study that encompassed 139 cities and counties, 31 multiple city regions, 10 states, and 2 art districts. It provided detailed economic data collected from over 9,700 arts and culture organizations and more than 151,000 of their attendees. The most recent study at the time this report was written was the IV study, which was completed in 2012 and was based upon data from the 2010 U.S. Census.

The table below shows realistic possibilities for economic benefit to Silverthorne resulting from non-profit arts and culture with three comparative calculations for Crested Butte (closest to Silverthorne in population), the 4-study area, and national averages.

Comparative Assessment of Economic Impact for Silverthorne Arts & Culture					Economic Impact of Industry Spending			
	Population	Spending by the Non-Profit Arts & Culture Organizations	Spending by the Non-Profit Arts & Culture Audiences	Total Spending by the Non-Profit Arts & Culture Industry	Full-Time Equivalent Jobs	Resident Household Income Generated	Local Government Revenue Generated	State Government Revenue Generated
<b>Study Region (2010\$)</b>								
City of Durango, CO	16,416	\$5,832,804	\$3,220,322	\$9,053,126	309	\$6,495,000	\$420,000	\$225,000
Gunnison County, CO	15,350	\$3,434,707	\$3,529,973	\$6,964,680	171	\$3,584,000	\$297,000	\$166,000
Town of Crested Butte, CO	5,461	\$3,132,032	\$3,350,716	\$6,482,748	159	\$3,287,000	\$281,000	\$155,000
Town of Telluride, CO	2,361	\$16,611,397	\$20,797,981	\$37,409,378	977	\$22,477,000	\$1,825,000	\$754,000
National Average	913,858	\$114,280,810	\$87,036,942	\$201,317,751	5,896	\$145,351,170	\$10,197,286	\$10,917,192
Town of Silverthorne	4,010							
<b>Per Capita Value (2010\$)</b>								
City of Durango, CO		\$355	\$196	\$551	2%	\$396	\$26	\$14
Gunnison County, CO		\$224	\$230	\$454	1%	\$233	\$19	\$11
Town of Crested Butte, CO		\$574	\$614	\$1,187	3%	\$602	\$51	\$28
Town of Telluride, CO		\$7,036	\$8,809	\$15,845	41%	\$9,520	\$773	\$319
4 Study Area Per Capita Average		\$2,047	\$2,462	\$4,509	12%	\$2,688	\$217	\$93
Nationwide		\$125	\$95	\$220	1%	\$159	\$11	\$12
<b>Extrapolation for Town of Silverthorne Based on Per Capita of Comparative Average (2015\$)</b>								
Based on Town of Crested Butte		\$2,506,830	\$2,681,861	\$5,188,691	127	\$2,630,864	\$224,908	\$124,060
Based on 4 Study Area		\$8,947,609	\$10,761,897	\$19,709,506	517	\$11,748,060	\$949,979	\$406,778
Based on National Average		\$546,595	\$416,290	\$962,885	28	\$695,502	\$48,773	\$52,216

The Town of Silverthorne has taken the right first step – a plan that will direct public investment in arts and culture, help give shape and focus to private and not-for-profit arts activities and move the whole community toward a vibrant future.

– *Kent Rice*, Arts & Venues Denver

As Chairman of the Oklahoma Chamber of Commerce, I visited almost every city and town in the state. There is a visible difference in places with an active cultural community. I see people looking for places to park, stores staying open late, and restaurants packed with customers. The business day is extended and the cash registers are ringing.

– *Ken Ferguson*, Chairman & CEO, NBanC & Past President, American Bankers Association

Not only do the arts provide a much needed social escape for many in our communities—they also help drive local economies.

– *Bart Peterson*, Mayor of Indianapolis, IN President, National League of Cities

## Setting Expectations: Summarizing Economic Impacts for Silverthorne

The Town of Silverthorne’s expenditures for the construction of the theatre, marketing, participatory art projects and community cultural events are expected to generate revenues to local organizations and businesses that include admission fees and tickets, food and beverage purchases, souvenirs, gifts, recordings, art, local transportation, childcare, and overnight accommodations. In addition to the direct revenues, the local businesses are expected to also experience indirect (or “downstream”) revenue as money is re-spent in the community. The economic impacts are expected to include job growth, household income, government revenues in the form of state and local taxes, licenses, and fees.

To realize these benefits, the Town can make investments in arts and culture through its existing budgeting process, using general fund revenue for arts and cultural investments. In the alternative, the Town can identify specific revenue mechanisms with earmarks for its investments in arts and culture. For example, the Town could require that a percentage of every major public investment include an investment in the arts; many local jurisdictions allocate one percent of public infrastructure projects to the arts. Though they are limited and competition is significant, local governments can compete for federal and state grant funding. Access to grant funding is one reason to seek Colorado Creative District designation. Finally, in order to access foundation grants and individual contributions, the Town may encourage the formation of a not-for-profit, community arts organization and work in partnership with the not-for-profit; this allows the Town to benefit from the full range of private and public arts funding.

Strategic investments in arts and culture have produced economic benefit for communities in Colorado and across the country; the same should be true for the Town of Silverthorne.



## GAPS & INVENTORY

In the development of this strategic plan, it has become clear that it is impossible to separate Silverthorne's emerging identity in arts and culture from the "places" that will be created when the downtown is fully realized. Silverthorne residents are hungry for places to gather and linger and arts and culture will play a critical role in drawing people to a warm and welcoming downtown.

It is useful to inventory the plan's goals in light of the Town of Silverthorne's placemaking efforts to date. To do that, we use "The 20 Ingredients of an Outstanding Destination." Roger Brooks International surveyed more than 400 successful downtowns (big and small) and found they each had some common ingredients outlined to the right. Relevant to Silverthorne's "residents first" approach, Roger Brooks International states "If you don't hang out in your own downtown, neither will visitors. Visitors go where residents go."<sup>5</sup> Thus, getting it right for Silverthorne's residents will have the added benefit of attracting others to your downtown as well.

In its effort to be a great destination, the Town of Silverthorne begins with extraordinary advantages:

- A stunning location
- Community members who care about the Town and are committed to its future
- Great access to visitors
- The new theater and the opportunity to make the area around the theatre a centerpiece for redevelopment and for arts and culture
- A richly diverse community of artists, creatives, artisans, historians, and of those who want to make arts and culture part of their lives and of the place they call home
- A diverse community that celebrates different histories, languages, traditions, ethnic backgrounds and artistic expressions and that is creating a shared sense of community and culture

The Town also enjoys the advantage of extraordinary potential. As the table to the right demonstrates – Silverthorne is poised for positive change, has laid the groundwork and is ready to take the steps necessary to realize its vision for arts and culture.



photo: LDTC

<sup>5</sup> [http://www.rogerbrooksinternational.com/20\\_Ingredients\\_Handout.pdf](http://www.rogerbrooksinternational.com/20_Ingredients_Handout.pdf)

	Ingredients of an Outstanding Destination	An Idea to Pursue	In Progress	It's a Reality	What Plan(s) it links to
1	<b>Begin with a plan:</b> Development, marketing/branding		X	X	ARTS, MKTG
2	<b>Strong brand &amp; retail focus:</b> Brands should be experientially based		X	X	COMP
3	<b>Orchestrate recruitment of critical mass &amp; clustering:</b> Food, retail, and evening hours		X		COMP, URA
4	<b>Anchor Tenants:</b> At least two destination offerings			X	URA
5	<b>Leases define operating hour:</b> Most businesses open after 6pm		X	X	MKTG
6	<b>People live &amp; stay downtown:</b> Residential drives retail	X	X	X	COMP, URA
7	<b>Pioneers with patient money:</b> A few champion investors	X	X		EDAC
8	<b>Start with one or two blocks:</b> Concentrated effort for big impact fast		X		ARTS, COMP, URA
9	<b>Solve the parking dilemma:</b> Accessible and reasonable	X	X		URA, COMP
10	<b>Public washrooms:</b> Restrooms in the spending district	X	X		POST, COMP
11	<b>Gathering places:</b> Places & reasons for people to linger & cluster	X	X	X	ARTS, POST, COMP
12	<b>Good 1st impressions:</b> Identity-driven signage	X			URA, POST, COMP
13	<b>Design &amp; install wayfinding:</b> Identity-driven wayfinding	X	X	X	ARTS, POST
14	<b>Create a “sense of place” downtown:</b> Identity-driven sense of arrival	X			ARTS, POST, COMP
15	<b>Sign rules &amp; regulations:</b> Blade signs and supporting sign guidance	X	X		COMP
16	<b>Sidewalk cafes &amp; intimate surroundings:</b> Narrower streets, wider sidewalks, & cafes	X	X		ARTS, COMP
17	<b>Invest in retail beautification:</b> Extension of window displays to the exterior spaces, soften transitions	X	X	X	ARTS, COMP, URA, EDAC
18	<b>Provide activities &amp; entertainment:</b> Open air markets, music, & activities	X	X	X	ARTS
19	<b>Name the downtown district:</b> Conveys a destination versus a place	X	X		ARTS, COMP
20	<b>Focus on experience:</b> Articulate feelings & activities to be experienced, not infrastructure	X	X	X	ARTS

## “BEFORE I DIE I WANT TO...”

It is rare to have plan implementation begin before a plan is adopted, but this planning process gave the ARTvocates, the staff and the Town Council an opportunity to see just how much a work of art can do to energize the planning process and give the whole community a sense of the possibilities that lie ahead.

With an investment of only \$400 and a commitment from Silverthorne’s Recreation and Culture Department to build and manage it, the Town of Silverthorne became a part of Candy Chang’s international art installation, “Before I Die.” The website [beforeidie.cc](http://beforeidie.cc) describes Before I Die this way: “Before I Die is a global art project that invites people to reflect on their lives and share their personal aspirations in public space. This project was started by Candy Chang on an abandoned house in New Orleans after she lost someone she loved.”

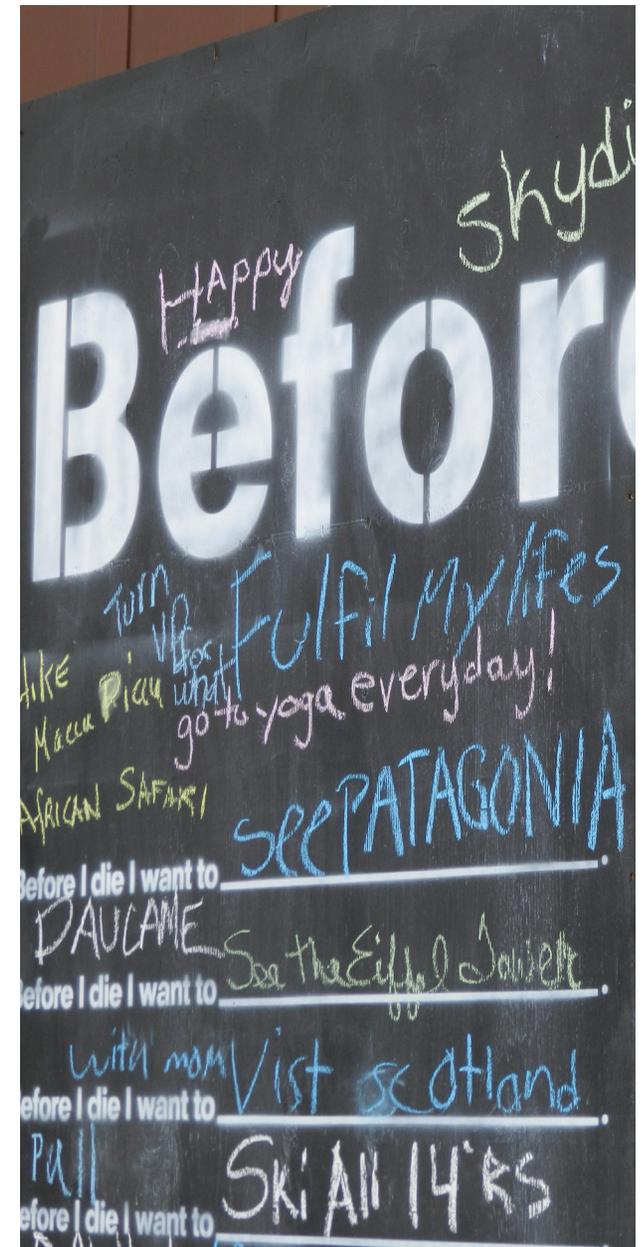
Candy used chalkboard paint on the abandoned house in her neighborhood to create a place where anyone who walked by could pick up a piece of chalk and complete the sentence, “Before I die I want to...”. The wall was filled in the first day and her community continued to add more and more. While she was reminding those around her that life is brief and that we have to pursue our dreams, those around her confirmed that, even in her grief, she is not alone. Silverthorne is now one of more than a thousand communities in more than seventy countries that have replicated Before I Die.



## A CASE STUDY: SILVERTHORNE'S 1ST PARTICIPATORY ART PROJECT

The Silverthorne team took the Before I Die walls in Spanish and English to five different locations around the Town, including the community meetings that were a part of this planning process. Silverthorne experienced what Candy Chang experienced – the walls filled quickly every time. The staff documented the responses, erased the walls, and they filled again. The piece generated hundreds of responses and untold conversation as families, friends and those who simply found themselves there together talked about their own answers and those from others.

As the planning process and the plan were unfolding, hundreds of people became part of the art, contemplating their deeply held aspirations and sharing their hopes, fears and dreams with one another. The extraordinary success of Before I Die in Silverthorne served as an immediate confirmation that Silverthorne community members are committed to making arts and culture part of their lives and part of the community. It demonstrated boldly that everyone can participate in great works of art and can use them to create connections with their neighbors.



## APPENDIX A – IDEAS FOR SILVERTHORNE’S CONSIDERATION

A message from the 23.4 Degrees Team: Because we’ve come to know you, we offer these ideas for your consideration. Some of the ideas can be implemented tomorrow. Others will take time and can be tucked away for the future, or used as inspiration to explore what else could be a natural extension of what is authentically Silverthorne.

Arts and cultural investments signal something about a community’s values and the theatre is a prominent signal and first step. Events and temporary installations can help Silverthorne experiment with Silverthorne’s emerging arts and cultural identity. Variations on all of these ideas have been tested and successfully developed in other communities; the question is what’s the highest expression of who Silverthorne is and who you want to be collectively? We say pilot some projects that feel consistent with your identity because as Dorothy Parker said, “Creativity is a wild mind and a disciplined eye.”

Silverthorne should leverage its existing foundation of arts and culture programming for future events. Pumpkin Fest, Celebrations Around the World, and the Holiday Bazaar provide a solid foundation and give the Town the opportunity to build on events that are already popular. We know this works because Pumpkin Fest and Celebrations Around the World were perfect opportunities to feature the Before I Die project.

The Silverthorne Recreation Center, Pavilion and Public Library regularly feature cultural events, including cooking classes, dance classes and clubs, art classes, storytelling, music and comedy programs. Continuing this kind of programming and building on the events in these three public locations is an essential part of implementing this plan.

When selecting a few potential ideas for your consideration, we kept in mind some core values that emerged from the planning process. We have recommended ideas that meet several of the attributes listed below:

- Participatory = Participatory effort that has the potential to engage the community
- Community = Builds and promotes community gathering
- Diversity = Celebrates multi-culturalism and diversity
- Downtown = Helps inform the development of Silverthorne’s downtown
- Assets = Leverages Town assets such as the Theatre and Pavilion
- River = Links to, or highlights the Blue River

### **PARTICIPATORY ART IDEA**

Continuing to produce projects like Before I Die will keep the momentum of this planning process going and demonstrate in very visible ways that Silverthorne is truly committed to becoming a place for the arts and a place where every resident is part of the creative process.

### **Paint-by-Numbers Mural**

*Participatory, Community, Diversity*

Community-scale paint-by-number murals send the message that everyone can contribute to something artistic and that by combining their talents, a whole community can make something beautiful. Professional artists can design paint-by-numbers murals and the whole community has the opportunity to participate in the effort and work with the professional artist. Through the large scale mural, individual community members become part of a team and work together to make art.



## Things You Will Do Anyway – But with an Intentional Art Focus

There are simple ways to indicate that Silverthorne is changing and that those changes are connected to arts and culture. Many of these items fall into the category of things the Town is likely to engage in, but now it will be with the intention of signaling that “art lives here” in Silverthorne’s downtown. This can include painting a crosswalk, decorating above-ground utility boxes, painting trash dumpsters, planters, light posts and street furniture. It is important to focus these quick and easy beautification efforts in areas or along corridors that are connected to arts and cultural districts.

## PLACEMAKING IDEAS

These are temporary installation concepts that we think could be right as Silverthorne continues to seek input on what its residents want and hope for in their downtown. In both cases, it lets Silverthorne actually experience what a future downtown may be or how the redevelopment of vacant building could further contribute toward Silverthorne's developing arts and culture identity.

### Made Here

*Participatory, Community, Diversity, Downtown*

Made Here is a Minneapolis not-for-profit that turned empty storefronts into places for local artists to show their work. By bringing art to vacant buildings, Made Here changed the economics of the University Avenue corridor in measurable ways. Since their first art walk, they have used art to propel redevelopment, reduce vacancy in commercial areas, make once empty and underused areas safe, and made lifeless areas exciting.

Made Here describes their work this way: "Made Here is Downtown's Urban Walking Gallery in the Minneapolis Cultural District showcasing creativity from across Minnesota by temporarily filling empty storefronts or commercial spaces with the work of Minnesota artists and locally based artisan companies."

<http://www.madeheremn.org>

### Build-a-Better Block – Silverthorne

*Participatory, Community, Diversity, Downtown*

Build a better block is an organization and movement that focuses on demonstrating what a vibrant street block could look like. It focuses on "doing" and "creating" over a day or weekend. In a matter of days, street blocks are re-developed into vibrant places for biking, commerce, gathering, lighting, landscaping, venues for art, music, and culinary experiences. It pulls on the concept of "pop-up" galleries, cafes, and shops. With a few weeks planning, the Town of Silverthorne, in coordination with Silverthorne stakeholders and community members could "build" a temporary downtown that incorporates all of the spaces and places residents want to imagine for their future downtown and tests how residents interact with pop-up spaces and places. These exercises would further inform long-range and strategic planning efforts. Build a Better Block has been written up in the New York Times, Washington Times, and GOOD magazine. Explanatory video links and more information about these efforts can be found at: <http://teambetterblock.com/>

### SIGNATURE EVENT IDEAS

Next are a few potential "signature" events or concepts Silverthorne might be the perfect Town to pursue.

### Silverthorne Storytelling Festival

*Participatory, Community, Diversity, Downtown, Assets, River*

The largest storytelling Festival in the country is in Jonesboro, TN and it has been ranked as one of the top 100 events to attend in the country. It had humble beginnings with a few hay bales and campfires and some people willing to share their stories. It now attracts award-winning storytellers (yes, there really is such a profession) with a series of circus tents and campfire circles covering topics such as: the questionable joys of getting old, Native American stories, ghost stories, family dysfunction and lies, love and resilience, epic adventures, folklore, tall tales, and many others. In addition to being out and out entertained, there are also storytelling workshops for aspiring bards and story corners specifically for kids. The best news? Storytelling is enjoying a huge renaissance with podcasts, NPR's story core, and a number of other outlets. Even better? There's really not a storytelling festival in the West and a grassy plaza by a river seems a perfect setting. This could be a signature event for Silverthorne and seems a well-positioned complement to Silverthorne's downtown crown jewel, The Lake Dillon Theatre Company. We also can imagine it would be fun to combine with a local microbrewery event and to imagine aspects of the event in different languages.

## Food Truck Festival

*Participatory, Community, Diversity*



For now, Silverthorne's image is, in part, linked to being the gateway exit to Summit County ski areas as well as the place that "real people" affordably live and work in the County. We say, embrace it – let's be real, but with a hip twist. Host the first ever Food Truck Festival in Summit County. Envision a circle of food trucks, string lights criss-crossing arty Silverthorne picnic tables, episodic warming fires, and music pumped into the emerging downtown area. Food trucks are affordable ways to eat and enjoy a diversity of different cultural cuisines -- especially convenient while you are waiting for I-70 to reopen or your sister to return from the Outlets. Plus it all has the added benefit that we've let people start to enjoy our downtown before a single building has been erected.

## Stompin' Ground Games

*Participatory, Community, Diversity, Assets*

A Denver-based not-for-profit, Warm Cookies for the Revolution, is sponsoring community events as a way to highlight important public policy issues. They are highlighting different neighborhoods with the Stompin' Ground Games. They have launched two events. The first, in the Ruby Hill neighborhood, focused on transportation problems. The second in southeast Denver is about history and storytelling. Their website describes the second event in this way: "For the second month of the Stompin' Ground Games, we're posting up at Four Mile Historic Park to celebrate and learn about the diverse mix of neighborhood history and current issues in Southeast Denver: places like Washington-Virginia Vale, Virginia Village, Hilltop, and more. The theme: Storytelling. We'll be featuring a multi-cultural kids Fashion Show with students from McMeen elementary school, The Narrators, our poetic scribe Molina Speaks, art from the Mizel Museum, Picture. Me. Here. and Kenny Be. Plus, A Little Help, The African Community Center, Community Language Co-operative, the Tranist Alliance, and hands-on activities, cookies and more..." <http://www.warmcookiesoftherevolution.org>

## Sunsets at the Summit -- Concerts in Rainbow Park

*Participatory, Community, Diversity, Assets*



We love that this concert series is coming to Silverthorne and think LDTC and the Town have some great ideas on how to engage more of Silverthorne's residents and guests through the free outdoor concerts. These concerts encourage people of any socio-economic background to gather together to enjoy musical entertainment in a beautiful setting at Rainbow Park. The Sunset at the Summit Concert Series provides free, award-winning music for local residents and guests and continues to be the premier destination summer event for weekends in Summit County. The influx of people in Summit County during the summer months supports our local economy, and their attendance at performing arts events will enhance Silverthorne's cultural identity. Through the Sunset at the Summit Concert Series, The Town of Silverthorne and the Lake Dillon Theatre Company are dedicated to serving the residents and guests in Summit County by building identity and a sense of community one concert at a time.

# APPENDIX B – SILVERTHORNE ARTS & CULTURE ADVISORY COMMITTEE

## Charter & Protocols

### ABOUT THIS DOCUMENT

This document provides the Arts & Culture Advisory Committee (ACAC) with draft guidelines and protocols for its work. The protocols will serve as the rules of engagement for the ACAC's deliberation. The participants are expected to review the draft in advance of the first meeting.

### BACKGROUND & VISION

The Town of Silverthorne's Arts and Culture Strategic Plan outlines this vision:

In the future, residents and visitors of all ages, from around the region and around the world, will experience Silverthorne in vastly new ways; they will also experience the Town precisely as we experience it now – relaxed, welcoming, open, accessible, diverse, affordable and breathtakingly beautiful. We can see a day when the Town of Silverthorne is as well known for arts and cultural events as it is for its recreational possibilities. Our town will provide opportunities for the extended community to come together to share common and diverse histories, traditions, and customs as well as enjoy permanent, temporary, and spontaneous expressions of art and culture.

### PURPOSE OF THE ACAC

To realize the vision, the Town will work with the ACAC, seeking advice on these questions:

- What is the appropriate use of public funds for arts and cultural activities?
- How do we develop arts and culture programming that is as inclusive and welcoming as possible?

At the same time, the ACAC should begin to develop its expertise and setting its direction, answering questions like these:

- What foundational work of the ACAC will help to enable sustainable arts and culture programming in the future?
- Are there areas we wish to learn more about because they are integral to Silverthorne having a successful arts and culture strategy?

As a first order of business, the ACAC will focus on the following:

- Review and discuss the arts and culture plan
- Prioritize the topics and goals from the plan – looking for those that are most important to the Town's success and help to enable future Arts & Culture activities

As public resources become available for acquisition, the ACAC should turn its attention to its role in the public art program:

- Identify, develop, pilot test, and adopt strategies for commissioning public art in the Town

Note: Many Towns create an Arts and Culture Advisory Committee while their municipality is

in its infancy of developing a robust arts and culture strategy and program. It is a way to gain valuable feedback and foster collaborative decision-making about ideas intertwined with the Town's identity. As programs mature and grow, many municipalities choose to move the nexus for arts and culture strategy and programming to a non-profit organization. These non-profit organizations remain closely aligned with the Town, but have more capacity to grow the strategies and programs with a dedicated focus.

### PARTICIPANTS

The ACAC will bring together creatives, historians, arts administrators, not-for-profit managers, business owners, citizens-at-large, advocates for the role of the arts in the local economy, advocates for a vibrant town core, representatives of the diversity of the community and the diverse cultures that make up the Town, and more. The ACAC members will be those who can provide leadership, momentum, and coordination in implementing the arts and culture plan. Participants may be engaged as individuals or associated with private non-profit organizations, agencies, or other entities that are involved in arts and culture in the community. The ACAC seeks to be as inclusive as possible while maintaining a manageable size of approximately 7-10 individuals that can give voice and perspective to the widest range of stakeholder views.

## ACAC Membership

- The ACAC will have two Town Council representatives appointed to the committee
- ACAC members are appointed by the Town Council
- While it is important to keep this group at a functional size, it may be useful to make changes to the membership of the group from time to time in order to best address the key objectives outlined in this document or others identified by the Arts Council. Members may suggest additional perspectives that would be helpful in their work
- The majority of members should reside or work in the Town of Silverthorne
- Members may resign upon written notice to The Town of Silverthorne
- The Town Council may remove a person from the ACAC if the member is unable to fulfill membership responsibilities with the understanding that responsibilities include adhering to the Town's ethics code and being a positive representative of the Town at all times
- Terms will be staggered to create continuity

## ACAC Responsibilities

- Work to give the Town Council and staff carefully considered recommendations
- Work together so that the ACAC's recommendations reflect the perspective of all members and is in the best interest of the community

- Support the objectives of the ACAC
- Stay focused on the agenda
- Although some members are affiliated with organizations it is presumed that comments during meetings are not for attribution and should not be assumed to be an official organizational position
- Keep constituents, colleagues, and community members informed about the work of the ACAC
- Even when the Town doesn't take the ACAC's advice, the members must serve as advocates for the Town's efforts in arts and culture and advocates for the ACAC's work
- Agree not to attribute statements to other ACAC members or attempt to speak for the full ACAC without clear agreement from the full membership
- Represent the Town in a positive and productive manner at all times

## Work Groups

As needed, the ACAC may develop ad hoc work groups. These may include members who are not appointed to the ACAC. The ACAC will also engage in continued communication and information sharing with the broader community.

## ACAC MEETING PROTOCOLS

### Decision Making

The ACAC will provide input, exchange information and views, and undertake efforts to promote the arts and culture in the Town.

The ACAC will strive for the highest possible levels of agreement among all members. ACAC decisions will be made by consensus to the extent possible. Consensus means the group as a whole supports an agreement. Although an agreement may not necessarily represent any one member's ideal resolution, it can be characterized as a decision that all participants can live with and do not oppose. If consensus cannot be reached, the ACAC will outline majority and minority view for consideration by the Town Council.

### Decision Making Regarding Significant Temporary and Permanent Public Art

The Town of Silverthorne staff, in consultation with the ACAC should be empowered to make decisions regarding public art acquisitions under a set amount, determined by the Town Manager. However, for the acquisition of more significant art, there should be a rigorous, transparent process in which the town develops a specific request for qualification, carefully examines the responses, and moves through a series of proposals (becoming more and more refined at each step in the process) that provide the detail necessary for the ACAC review and for the town to make a final purchase. Examples that the Town can use to develop its acquisition process include these:

<http://tinyurl.com/pittsburgharts>

<http://tinyurl.com/forecastpub>

<http://tinyurl.com/bpspubart>

## **ACAC Meeting Summaries**

Staff to the ACAC will prepare draft summaries that capture key issues, conclusions, and agreed-upon next steps. Once final, the meeting summary will be available to the public.

## **Stakeholder and Public Input**

The ACAC will welcome stakeholder and public input and will seek to find additional mechanisms beyond the ACAC meetings to do so.

### ACAC Meetings

- There will be approximately four meetings per year for approximately a half day each.
- Meetings of the ACAC are open to the public
- Opportunities for other participants and observers to address the ACAC will be provided at designated times during meetings
- While meeting discussions will generally be limited to ACAC members, others with particular expertise may be invited by the group to participate in specific agenda topic discussions from time to time as requested by the group
- Individuals who address the ACAC will be required to follow specified ground rules:
  1. Introduce self
  2. Address the agenda topic
  3. Stay within the designated time limit
  4. Offer input in a positive, constructive manner

## **Media**

Following the meeting, members are free to speak about their own views and those of their organizations. However, members will not attribute statements to others or attempt to speak for the entire group.

## **Periodic Review of the ACAC**

After its first two years and periodically thereafter as determined by The ACAC, the group will evaluate its work, looking at its accomplishments and challenges. The final assessment will be used to determine any necessary modifications to the structure or purpose of the group.

## APPENDIX C – ENGAGEMENT IN SILVERTHORNE’S ARTS & CULTURE PLAN

Placemaking requires community engagement. A placemaking planning process puts community members – those who know what kind of places they want to create for themselves – at the center of the plan.

### 1. Arts & Culture Advisory Group

The planning group, called the ARTvocates, is a dedicated group of stakeholders who represent different facets of the community including: artists and creatives, historians, businesses, educators, non-profits focused on families, elected officials, art aficionados, and others. This group was instrumental in shaping core elements of the draft strategic plan. The group explored what it will be like to live, work, and play in Silverthorne’s emerging downtown. They embraced the idea that Silverthorne will be as well known for arts and culture as it is for its recreation. They developed core elements of the mission including:

- Using arts and culture as an opportunity to build community and connection
- Transforming the downtown to a walkable, welcoming, active environment to allow quiet conversations, educational experiences, and active entertainment
- Making the theatre, pavilion, bridges, and green spaces in the downtown area important areas for community gathering
- Linking the Blue River to the theatre and downtown in creative and interactive ways.

### 2. Communities We Admire

As part of our approach, we asked the ARTvocates to identify several communities they admired. Denver, Salida, and Breckenridge, while all different, have developed their own arts and culture identities. 23.4 Degrees and the Town of Silverthorne reached out to leaders in each of those communities to learn more about how they developed their identity, who they engaged, what they considered their greatest successes, and what they would do differently if they were starting with a blank canvas. Experts from these towns were delighted to hear that Silverthorne was developing an arts and culture plan with the theatre as the centerpiece. They urged Silverthorne to focus on questions pertaining to the Town’s identity, to develop thoughtful mechanisms for engaging different sectors in the community and making decisions about the arts, and to explore the potential for sustainable funding streams.

### 3. Creatives and Artists

There was a special recognition that you cannot have a thriving arts program without knowing the artists in your community. When this effort started, only a handful of artists were identified. Through grassroots networking, the group grew to more than thirty. Amateurs and professionals in visual, performing, and wearable art shared their challenges, hopes, and aspirations for Silverthorne’s emerging emphasis on the arts and expressed their hopes for partnerships with

the Town of Silverthorne. The artists discussed the need for places to create and display work, the desire to help develop art literacy within the community, and their interest in working with the Town in advance of the theatre opening. The artistic community was mixed on the utility of having an art supply store in Silverthorne, whether and how to create affordable housing to attract young and emerging artists to Silverthorne, and how artists might want to organize themselves through a guild or other network. There was strong support for pursuing a Colorado Creative District designation to raise Silverthorne’s arts and culture profile and tap into valuable resources, as well as exploring networks such as the Western States Federation of Artists.

### 4. Business Community

The idea of developing arts and culture in the Town originated with the Economic Development Advisory Committee to the Town of Silverthorne and the larger business community who see arts and culture as something that will strengthen and diversify Silverthorne’s economy. Throughout this planning process, the business community has been encouraging the Town to find ways to leverage the major investment in the theatre. Investors and developers interested in the downtown are intersecting with the Town’s arts and culture planning, recognizing that downtown development and the arts will be mutually beneficial and reinforcing.

## 5. Young People

While all of our meetings were open to the public, we took particular care in trying to reach students. As part of the Celebrations Around the World event, every 4th grader in Summit County (around 300 students) took part in a half day of interactive booths where they learned more about the cultures and people that make up their community. As part of this effort, we asked each 4th grader to engage in an activity where they were able to show us what types of art they preferred. In many ways their preferences were similar to the adults in Summit County with affinity for colorful and playful art. The students liked anything that looked like they would be able to climb on and interact with the art.

## 6. The Community-at-Large

The backbone of a placemaking approach is community engagement. This planning effort took special care to find ways to invite the community into the process. Through two engaging and interactive sessions, an Arts Happy Hour and an Arts Open House which was combined with an established and beloved multi-cultural Celebrations Around the World evening. At these sessions people were able to engage with 23.4 Degrees and the Town on the development of Silverthorne's downtown area, design and plans for the theatre, and the draft vision and mission for this arts and culture plan. In addition, we were able to ask the community to weigh in on important questions, listed below.

More than 400 people attended the events; their input follows:

When asked "What should people feel and experience in Silverthorne's (soon to be built) downtown?" the top community answers were creative, relaxed, playful, diverse, adventurous, and energized. When asked "What should Silverthorne's Arts & Culture identity be?" the top community answers were multi-cultural, colorful, natural, welcoming, and progressive.

The most frequent answers to the two questions come together in ways that give a real sense of the community's aspirations:

- Multi-cultural & Diverse
- Welcoming, Relaxed & Natural
- Creative & Progressive
- Playful & Colorful
- Adventurous & Energized

We also asked the community to share with us the type of visual or practical art they gravitate toward and the art they are less excited about (e.g. sculptures, benches, utility boxes, town gathering areas, sidewalk cafes, and many other examples). In general, community members gravitated toward colorful and playful art that lends itself toward places people would be welcome to gather with friends, or as a community. For the most part, the Silverthorne community was less interested in bronze animal sculptures and industrial art installations, as they do not feel like Silverthorne. Additionally,

while Silverthorne feels a little more utilitarian, and "real" than other mountain towns, it is important that art and culture in Silverthorne be an expression of the Town's warmth and welcoming attitude.

Lastly, we asked community members to share any specific ideas they have for arts and culture. While this plan is not intended to make specific choices about art or programming, we did collect these comments for future consideration by the Town, the Arts and Culture Advisory Committee, and others. Here were the ideas:

- Aspen tree art (like the one at the Winter Park Rec. Center)
- Children's Art Display
- Art Exhibition space
- Storytelling festival
- Dinner Theatre
- More wildlife reserves
- Jewelry making groups
- Sculpture Park with art from recycled materials made by locals
- Help endangered species of animals
- A website that locals volunteer to post pictures and write blogs about our community
- Lego Bridge
- Kids wading pools as seating for an outdoor kids movie
- Restaurant piano bar
- Splash fountains
- Lego Bridge

- Participatory art appreciation classes and programs i.e. where one can learn and create
- Temporary art projects i.e. snowmen building
- Art Museum
- Sculptures of activities
- Musical instruments
- Gardening is art. More garden events
- Will this be beneficial? As an artist I doubt it
- Local clubs for artists and musicians (and aspiring artistes)
- A place to create & paint on a weekly basis
- Commitment to the community and local art
- Hobby Lobby or Michaels. We have nothing like this in Summit County
- Public and competitive dances w/different themes
- Traveling art show
- Educational art around town
- Indoor art/Farmers market
- Volunteer centers and art clubs
- Photography walks and talks with awesome locals!
- Art classes and open sessions
- Botanical Garden (indoor/outdoor) ala Betty Ford
- Children's /teens art display. Work w/ local schools
- Painted benches + Bike Racks
- "Locals only" events + Discount
- Poetry Slam
- More live music
- Puppet shows and workshops
- Local author's exhibit/celebration
- Have a big statue by the underpass to draw people
- A center for crafts + artisans (food included)
- Art classes
- Knitting group
- Art supply store + studio space
- Club Boy & Girls town (classes painting, dancing, art)
- Group Hikes w/ historical perspective (I know you do a few but more please ☺)
- "Intro to..." classes
- Why not tie in events w/local brew fests like: home brewing, cooking w/beer, etc.
- Arts district/Special exhibits
- Joint projects with Dillon Ranger District + Senior Center
- Winter art festival type weekend – local crafts + food, music + FUN!!!
- Famous Artists Exhibition – Attract people to Silverthorne
- Sculptures of the natural world
- A place for art classes or studios
- Cultural House (Casa Cultural)
- Local artist gallery
- Support with technology to create art (photoshop)
- Workshops to teach with teens
- Art-related laser tag (i.e. something art focused teenagers will engage in)
- Affordable art for all
- I like the "Lego bridge" art
- I like the "fat frog" art
- Practice spaces for musical groups/lessons
- with scholarships
- Dance classes
- Diverse cultural experiences, like tonight!
- Get creative with public restrooms, e.g. Hundertwasser toilets in Kawakawa, New Zealand
- The Whangarei canopy bridge is a good model for Silverthorne's Festival Bridge
- Be known for artistic Christmas lights/tours/ food/parades. See: [www.christmasfestival.com](http://www.christmasfestival.com)
- City Museum in St. Louis combines family fun with interactive artwork and is a top attraction: [www.citymuseum.org/](http://www.citymuseum.org/)
- Cinco de Mayo Festival event: [www.citadeloutlets.com/photo-gallery/](http://www.citadeloutlets.com/photo-gallery/)
- Frontier/western Festival
- Food Truck Festival
- cheaper and less environmentally obtrusive way to have big impact is projection installations: [www.youtube.com/watch?v=ugBbTiBmZ2g](http://www.youtube.com/watch?v=ugBbTiBmZ2g)
- Snowman building contest/art installation
- Botanical gardens – warm indoor space, could also provide education, and be a small concert venue
- Pro Cycling Challenge -- Pre-race, family events, after-viewing party
- Tamale Cookoff challenge (on Pavilion lawn)
- "River Lights" like "zoo lights" at the Denver zoo



"To achieve great things, two things are needed; a plan, and not quite enough time." -Leonard Bernstein