



**COLORADO CREATIVE INDUSTRIES**  
*Creativity, Innovation and Imagination at Work*  
**2011-2014 Strategic Plan**



**Executive Summary**

In July 2010, Colorado's new Creative Industries Division merged the former Council on the Arts, Office of Film, Television and Media, and Art in Public Places program to capitalize on the immense potential for our creative sector to drive economic growth in Colorado. Part of the state Office of Economic Development, Colorado Creative Industries sees a future where Colorado is a premier "Creative Economy" with a strong brand identity, a Top 10 reputation, and significant and sustained investment in the creative sector, and where Creative entrepreneurs and enterprises will flourish and we will "grow our own" creative workforce.

Based on input gathered from the creative sector and from government, business and education leaders over the past two years, the Division has established a strategic plan to serve as a roadmap for the next four years. The plan identifies outcomes, strategies and implementation activities that will result in educational advancement, economic growth and improved quality of life in Colorado.

**Mission**

To promote, support and expand the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life.

**Objectives – how will we know we have made a difference?**

- Non-profit and for-profit creative businesses, artists and creative entrepreneurs will have increased access to financial support, skill development and professional networking.
- Colorado will be recognized as a premier creative hub—a base for world-class creative businesses, productions and experiences.
- Opportunities for arts learning and creativity skills development will be available to Colorado youth to help them succeed in school and to be better prepared to enter the workforce.
- Local governments and coalitions will expand professional and financial support for creative businesses and cultural and artistic programs in their communities.
- All Coloradans will have access to creative environments and experiences.
- Colorado's unique cultural heritage will be preserved and promoted.

**Program Priorities – what will be the focus for our programs and budget?**

- Increase access to direct financial support for creatives.
- Create and expand professional development and networking opportunities for creatives.
- Promote Colorado as a premier creative hub.
- Increase access to arts and creativity skills in preschool through college education and workforce development.
- Stimulate increased support for creatives by local governments and coalitions.

**COLORADO CREATIVE INDUSTRIES**  
***Creativity, Innovation and Imagination at Work***

**2011-2014 Strategic Plan for the Creative Industries Division of the  
Colorado Office of Economic Development and International Trade**

Colorado's natural beauty and creative spirit provide economic opportunities unmatched by any other state in the country. Ranked number one in mountain peaks, Colorado also holds several top ten rankings as a place to innovate and succeed in business. The [2008 study of Colorado's Creative Economy](#) showed that the state has also become a magnet for creative enterprises and creative workers. Colorado is 5<sup>th</sup> in the nation in concentration of artists, including architects, designers, writers and authors, photographers, producers, directors and musicians. With more than 186,000 jobs, the creative sector is Colorado's 5th largest employment cluster. Colorado's creativity includes the conventional artistic fields of dance, music, theatre and visual and literary arts, as well as new media technologies, outdoor clothing and equipment design, and craft food and beverages.

Colorado's new Creative Industries Division of the Office of Economic Development and International Trade was established in July 2010 to capitalize on the immense potential for our creative sector to drive economic growth in Colorado. (CRS 24-48.5-301) The Division merges the former Colorado Council on the Arts, the Office of Film, Television and Media, and the state's Art in Public Places program and renames the governor-appointed, 11-member Council on the Arts to the Council on Creative Industries. Funding for the Creative Industries Division derives primarily from the State Gaming Fund, State Capital Construction funds, and the National Endowment for the Arts.

**Legislative History**

In 1967, recognizing the role of the State in promoting and supporting art, culture and creativity, the Colorado Legislature passed the *Arts and Humanities Act*, which established the Colorado Council on the Arts. The Council's enabling legislation (CRS 24-48.5-302) specified that it is the Council's responsibility to stimulate and encourage public participation in the arts and cultural heritage of our state, to assist communities and organizations in originating and creating their own cultural and artistic programs, to expand the state's cultural resources, and to insure that the role of the arts "play an evermore significant part in the welfare and educational experience of our citizens and to establish the paramount position of this state in the nation and in the world as a cultural center."

In 1969, the legislature established the Colorado Film Commission, the first state-legislated commission to promote the state as a location for filming and to serve as a liaison during production. In March 2003, funding for the Colorado Film Commission was eliminated due to a state budget deficit. Operating as an independent non-profit, the Commission worked with the legislature to pass *Performance-Based Incentives for Film Production* (HB 06-1362). In 2008, the legislature created the Office of Film, Television and Media (CRS 24-48.5-309) within the state Office of Economic Development. In addition to administering the film-based incentive, the Office markets Colorado as a destination for film, television and media production.

In 1977, the legislature passed the *Works of Art in Public Places* legislation (CRS 24-48.5-312) which recognized that "public art is a resource which stimulates the vitality and

economy of the state's communities and provides opportunity for artists and other skilled workers to practice their crafts". The statute requires that a portion of each capital construction appropriation be allocated for the acquisition of works of art to be placed in public places. All works of art purchased and commissioned become a part of the state art collection developed, administered, and operated by the Council on the Arts, now the Creative Industries Division.

### **Our Vision**

Our legislative founders understood that Colorado's investment in the arts and the creative sector is integral to our state's educational and economic growth. They also recognized that arts, culture and creativity are central to an improved quality of life. With continued and increased public and private investment in the creative industries, the Division envisions that Colorado will become a premier "Creative Economy" as evidenced by the following:

- There will be a **strong brand identity and a thriving export market** for Colorado-designed and produced creative products and services.
- Colorado will have a **national reputation as a "Top 10"** place to create and experience high quality and diverse arts and cultural events, exhibits, performances and productions.
- There will be **significant and sustained investment** in Colorado's nonprofit and commercial creative enterprises and activities from public and private sources at the local, national and international level.
- **Creative entrepreneurs and enterprises will flourish here** with access to jobs, networking, and professional support.
- **Colorado will "grow its own"** creative workforce and our students and workers will be sought after for their creativity and innovation skills.

### **Our Values**

The following core values will serve as our guide as we pursue this Vision:

- Collaboration – working "with" not "for" our stakeholders
- Respect – honoring our state's diversity of perspectives
- Relevancy – offering relevant and significant programs and services
- Artistic Excellence – incorporating both intrinsic quality and community values
- Inclusiveness – serving the broadest range of people, geographies, and disciplines
- Sustainability – supporting the ongoing viability of creative enterprises
- Customer Service – providing the highest quality of service to stakeholders
- Public Stewardship – operating with the utmost transparency and accuracy
- Freedom of Expression – supporting the full range of artistic expression

### **Strategic Planning Process**

The Colorado Council on the Arts' former strategic plan covered calendar years 2005-2008. Following a June 2008 planning retreat, we released an RFP to hire an outside contractor to facilitate a new planning process. But a state hiring freeze was imposed in late 2008 due to the economic downturn and we were forced to cancel the RFP. In addition, the agency was threatened with a potential 50% budget reduction for fiscal year 2009. Also, in mid-2009, the Office of Film, Television and Media joined our division. We recognized that in the absence of a formal planning process and in light of these significant changes, our staff needed to undertake a variety of approaches to solicit feedback regarding our constituents' fiscal and programming challenges. The depth of the economic downturn also dictated an urgency to implement changes to some of our programs more immediately. From January 2009 through June 2010, staff met with hundreds of artists, entrepreneurs, business leaders, educators, and government officials to understand their economic challenges and to solicit input on our budget priorities. The feedback we received from all of the below-described meetings and surveys has now been incorporated into our formal 2011-2014 Strategic Plan.

### **Council Retreat – June 2008**

The governor-appointed members of the Council on the Arts met for a two-day planning retreat in June 2008 to define the Council's values and primary roles. Members agreed that our statutory responsibilities must guide our work, that we have a duty to be good stewards of public money and must contribute to increased support for arts, culture and heritage. The Council identified our primary roles as economic development partner, arts education provider, and catalyst for change through active outreach. The Council identified a list of core values which have now become the values for the new Division.

### **Arts Education Stakeholder Convenings – October and November 2008**

In October 2008 we released our study "[The Arts, Creative Learning & Student Achievement: Arts Education in Colorado Public Schools](#)". Following the study release, we convened approximately 50 arts educators, arts organizations, parents, legislators and education administrators and asked them to recommend actionable steps that would increase access to arts education. We also presented the study findings to the State Board of Education and the Colorado Association of School Boards.

### **Statewide Listening Tour – January to February 2009**

In response to a proposed 50% cut in state funding, division staff traveled to 12 communities across the state to solicit input on our budget priorities. Staff members also met individually or in groups with elected officials and municipal leaders in 9 cities. Over 400 artists and arts organization leaders told us our primary budget focus should be on retaining existing arts and cultural activities and jobs, and on promoting and supporting arts education for children and youth. They said that even small amounts of money from the state are important, due to the leveraging effect of our funds and the imprimatur of excellence. Grant applicants asked for more flexibility in use of grant funds to help fill gaps created by the economic downturn and resulting diminished support from foundations and corporations.

Municipal leaders recognized the economic value of their community's arts and cultural venues and activities and believed that Colorado would benefit from touting our creative assets more. They acknowledged a need to help artists partner with the business community and a role for small incentive grants and loans in helping arts-based businesses start up or expand. They were very interested in understanding how other

towns or cities use arts and creative assets as a strategy for economic recovery and growth.

#### **Online Surveys – February, October and November 2009**

We surveyed 97 organizations that had received a Grants to Artists and Organizations award in at least two of the previous four years. The majority of the 55 respondents said the grant program is an important source of funding for their organization. Although they felt the guidelines and online application process are easy to follow, writing our grant is a time-consuming process. They recommended simplifying the process, offering general operating support, and reviewing applicants based on budget size. They expressed interest in grantwriting workshops, peer site visits, and an annual statewide conference.

We also surveyed 37 schools and districts about challenges to sustaining arts education and what support is needed. Schools noted that in addition to lack of funding, making the arts a priority with school leadership, the ability to develop arts-integrated curriculum to meet the new content standards and learning to assess the impact of the arts on student success were challenges for them. Increased access to arts programs, professional development and advocacy were some of the strategies they suggested to support their efforts.

#### **Creative Economy Advisory Panel – November 2009 to January 2010**

We convened over 60 creative industry leaders to recommend strategies to make Colorado's creative economy a significant driver for economic growth in our state. The [panel recommendations](#) focused on five key areas: Making existing business financing and support mechanisms more accessible to creative businesses, developing new economic development policies and funding sources to grow the sector, creating new and improved networking and professional development opportunities, better promotion of Colorado's creative businesses and creative destinations, improving the role of the Preschool through college educational system in preparing creative workers and creative entrepreneurs, and advocating for policies and programs to grow the creative economy.

#### **Media Leaders Roundtable**

We convene over 30 senior leaders from the advertising, film, television and media industries each quarter to network, promote collaborations, and solicit input as to how the Creative Industries Division can help elevate the media sector as an economic driver. Media leaders agree that a concerted public relations effort to market and promote the sector is critical. They also stressed the importance of private/public partnerships, better incentives, improved education, business incubators, and better access to financial resources.

In response to this extensive public input, the new Colorado Creative Industries Division has established a strategic plan, detailed on the following pages, that embraces the entire creative sector, including artists and creative entrepreneurs, non-profit art organizations, commercial creative businesses, schools and government agencies. The plan identifies outcomes, strategies and implementation activities that will result in educational advancement, economic growth and improved quality of life in Colorado.

**Colorado Creative Industries**  
**A Division of the Office of Economic Development and International Trade**  
**2011 – 2014 Strategic Plan**

**Mission**

To promote, support and expand the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life.

**Objectives**

We will know we have made a difference when the following objectives are met:

- Non-profit and for-profit creative businesses, artists and creative entrepreneurs will have increased access to financial support, skill development and professional networking.
- Colorado will be recognized as a premier creative hub—a home for world-class creative businesses, productions and experiences.
- Opportunities for arts learning and creativity skills development will be available to Colorado youth to help them succeed in school and to be better prepared to enter the workforce.
- Local governments and coalitions will expand professional and financial support for creative businesses and cultural and artistic programs in their communities.
- All Coloradans will have access to creative environments and experiences.
- Colorado's unique cultural heritage will be preserved and promoted.

**Program Priorities**

To focus our programs and services over the next three years, we have established five priorities that will guide our program development and budget:

- Increase access to direct financial support for creatives.
- Create and expand professional development and networking opportunities for creatives.
- Promote Colorado as a premier creative hub.
- Increase access to arts and creativity skills in preschool through college education and workforce development.
- Stimulate increased support for creatives by local governments and coalitions.

On the following pages we define expected outcomes and we identify strategies and implementation activities for each program priority.

**Program Priority #1: Increase access to direct financial support.**

EXPECTED OUTCOMES	STRATEGIES	IMPLEMENTATION ACTIVITIES
<ul style="list-style-type: none"> <li>• More of the grants, loans and incentives offered by the Office of Economic Development and International Trade (OEDIT) will support Colorado-based creative industries.</li> <li>• Other Colorado-based public and private agencies will create or expand grant and loan programs that target creative businesses as clients.</li> <li>• Colorado will have at least one statutory mechanism specifically targeted to provide financial support to retain and grow jobs in the creative industries.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide grants to nonprofit organizations and government agencies in counties throughout the state to support locally developed creative activities and exhibits.</li> <li>• Provide performance-based production incentives, focusing on independent films, television series, television commercials and digital media.</li> <li>• Develop and promote the value of Colorado’s other production incentives, such as low costs, easy permitting, strong crew base.</li> <li>• Broadcast to the creative sector the availability of existing OEDIT financial support.</li> <li>• Broadcast to the creative sector the availability of other public and private financial support vehicles.</li> <li>• Understand the unique financial needs of marginalized creatives and devise outreach targeted to them.</li> <li>• Persuade traditional funders and lenders of the value of investment in creative industries.</li> <li>• Pass legislation that provides direct financial assistance to creative entrepreneurs and creative industries, such as sales/income/property tax incentives and expanded grant or loan funds.</li> </ul>	<p><b>Year One</b></p> <ul style="list-style-type: none"> <li>• Continue <i>Colorado Creates</i> grant program as currently designed.</li> <li>• Fully utilize current performance-based production incentives and track jobs and revenue to make strong case for replenishing the fund next fiscal year.</li> <li>• Focus film incentive marketing on attracting independent films in the \$1-\$10 million range, television series, television commercials and digital media and promote the value of the other benefits in addition to the incentive.</li> <li>• Compile and make available via web and other sources detailed information on OEDIT business loan funds, investment tax credits, enterprise zones, job creation incentives, job growth incentives, etc.</li> <li>• Compile and make available via web and other sources detailed information on other public and private financial support vehicles such as government grants and loans, foundation grants, microloans, and venture capital funds.</li> <li>• Work with chambers of commerce that represent communities of color to understand the unique financial needs of their creatives and target information accordingly.</li> <li>• Target and provide training to selected funders and lenders whose priorities do not currently include significant involvement with creative industries.</li> <li>• Pursue legislation that allows municipalities to offer tax-related incentives for establishing or growing a business within a specified “creativity zone”.</li> </ul> <p><b>Future</b></p> <ul style="list-style-type: none"> <li>• Pursue legislation that establishes a new statewide funding mechanism to increase grants and loans for creative industries.</li> <li>• Leverage state funds with federal grants and national foundation support.</li> </ul>

**Program Priority #2: Create and expand professional development and networking opportunities.**

EXPECTED OUTCOMES	STRATEGIES	IMPLEMENTATION ACTIVITIES
<ul style="list-style-type: none"> <li>• Creatives will develop their own formal networks and associations that cross disciplines.</li> <li>• Colorado creatives will prioritize hiring and collaborating with each other versus working with out-of-state creatives.</li> <li>• Public and private service providers will expand the number and types of training and professional development opportunities for creative enterprises and entrepreneurs.</li> <li>• Creatives will have increased access to information and opportunities for professional growth.</li> <li>• The creative sector will speak in a unified voice regarding public policies required to grow the sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage chambers of commerce, downtown development authorities and economic development councils to enlist more creative business owners as members and to develop programming customized for the creative sector.</li> <li>• Partner with Small Business Development Centers and community colleges to develop training customized for creative businesses.</li> <li>• Work with the sector to determine policy priorities that could grow the number of creative businesses and creative jobs.</li> <li>• Understand the unique networking and professional development needs of marginalized creatives and support training programs targeted to them.</li> <li>• Identify and exploit communication pathways that will reach all sub-sectors of the industry.</li> <li>• Identify and empower creative industries leadership to carry the messages and stories of the creative economy to policy-makers and thought leaders.</li> <li>• Create policy partnerships with other growing segments of our economy, such as renewable energy, tourism, and natural resources.</li> </ul>	<p><b>Year One</b></p> <ul style="list-style-type: none"> <li>• Develop a presentation for creatives that provides data and messaging regarding the scale and impact of the creative industries in Colorado.</li> <li>• Deliver presentations at statewide and regional convenings of creatives such as industry trade shows.</li> <li>• Meet with Chamber of Commerce leaders to share the impact of the sector and encourage them to reach out to the sector.</li> <li>• Provide financial support to ensure the availability of professional development for traditionally marginalized creatives, particularly from communities of color.</li> <li>• Inventory the resources available to support creative enterprises and creative workers, such as production, marketing, and technical support, legal support, job searches, etc. and develop a web site to provide a central access to those resources.</li> <li>• Work with the Small Business Development Center Network, the Community College system and other business training programs to develop workshops and certificate programs targeted at creative businesses and creative workers.</li> <li>• Provide a Peer Assistance Network to offer short-term business consultation services to nonprofit and for profit creative enterprises.</li> <li>• Convene fast-growing sub-sectors of the industry to collect information on their economic drivers and the resources they need to grow, and to promote partnering within their sub-sector.</li> </ul> <p><b>Future</b></p> <ul style="list-style-type: none"> <li>• Help creative businesses, particularly nonprofit arts organizations, engage with businesses and associations that represent Colorado's iconic assets and develop collaborations.</li> <li>• Update the creative economy study and/or work with Departments of Labor and Revenue to annually measure the scale and revenue of the creative industries.</li> </ul>



**Program Priority #3: Promote Colorado as a premier creative hub.**

EXPECTED OUTCOMES	STRATEGIES	IMPLEMENTATION ACTIVITIES
<ul style="list-style-type: none"> <li>• There will be a platform to share captivating imagery, video and other forms of digital experiences that showcase work, ideas and the many benefits of creating in Colorado.</li> <li>• Colorado creatives will share compelling stories of why they choose to live and work in Colorado.</li> <li>• There is increased coverage in the media and social networks about Colorado as a creative hub.</li> <li>• There is evidence of a worldwide “buzz” about Colorado creativity and Colorado will become known nationally and globally as a top-rated creative place to work and play.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and cultivate programs and events that celebrate and recognize Colorado’s creative accomplishments and cultural heritage.</li> <li>• Promote Colorado as a creative place to visit and invest (creative production &amp; jobs) by leveraging partner agencies.</li> <li>• Develop a brand and campaign to build awareness of Colorado’s creativity and creative products.</li> <li>• Encourage tourism bureaus to highlight local creative assets in their promotional materials.</li> <li>• Increase media coverage that touts Colorado as a top-rated creative place to work and play.</li> </ul>	<p><b>Year One</b></p> <ul style="list-style-type: none"> <li>• Continue existing successful recognition programs.</li> <li>• Identify and develop new ways to promote tradition-bearers of Colorado’s unique cultural heritage and creative work by traditionally marginalized communities of color.</li> <li>• Work with the other divisions within OEDIT to promote Colorado as a creative place to visit, invest, relocate or produce creative products.</li> <li>• Market Colorado as a location for film, television and media production in magazines, web sites and trade shows.</li> <li>• Develop and manage a statewide marketing campaign to promote Colorado as a creative hub, including aspects such as developing a mark, website, media relations, advertising, events, and social media.</li> <li>• Enlist Colorado’s creative organizations and companies to amplify the brand message.</li> <li>• Develop relationships with local tourism offices and Convention and Visitors Bureaus and provide information on the rich and diverse creative assets in their region and across the state.</li> </ul> <p><b>Future</b></p> <ul style="list-style-type: none"> <li>• Increase the number of Colorado businesses and individuals that receive national and international recognition awards for creativity.</li> <li>• Explore new ways to provide recognition to individual artists and creative entrepreneurs.</li> <li>• Encourage the Office of International Trade to include creative businesses and messaging about Colorado’s creativity in international trade missions.</li> <li>• Work with outdoor-focused expos and trade shows to draw attention to the link between creativity, Colorado’s unique outdoors/active/innovative culture, and economic benefit.</li> </ul>

**Program Priority #4: Increase access to arts and creativity skills in preschool through college education and workforce development**

EXPECTED OUTCOMES	STRATEGIES	IMPLEMENTATION ACTIVITIES
<ul style="list-style-type: none"> <li>• All Colorado students will have access to a rich and balanced education.</li> <li>• Colorado secondary and post-secondary graduates will be prepared to fill Colorado creative occupations or be creative entrepreneurs.</li> <li>• Through access to arts learning, Colorado students will be engaged in their school environment, leading to student success, evidenced by increased graduation rates.</li> <li>• State policies will ensure there are arts education requirements for high school graduation and college admission.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and promote educator professional development in arts learning, inquiry-based arts integration and applied creativity.</li> <li>• Help cultural groups, higher education, occupational programs and creative businesses connect with schools to provide learning opportunities.</li> <li>• Track Colorado graduates participating in arts education who pursue creative careers or occupations.</li> <li>• Identify and support schools that use the arts and interdisciplinary learning as a strategy for student success and post-secondary workforce readiness.</li> <li>• Help schools in CCI's network understand, develop and utilize practical, effective assessment connected to showing student success through engagement.</li> <li>• Expand the knowledge base and awareness of legislators, education leaders and other stakeholders about the role of arts learning and creativity in creative careers and postsecondary workforce readiness.</li> </ul>	<p><b>Year One</b></p> <ul style="list-style-type: none"> <li>• Partner with providers to expand professional development opportunities for arts specialists, classroom teachers, administrators, career counselors and career and technical education teachers.</li> <li>• Provide Success Through Art (StART) grants to Colorado schools and build a network of arts-rich schools through convenings, sharing best practices and technical assistance.</li> <li>• Include a new requirement for StART grantees to show practical applications or the integration of business skills into the creative endeavors of the students.</li> <li>• Build a database/resource list of schools that successfully use arts &amp; creative programs to keep kids engaged, to graduate and become successful, working adults.</li> <li>• Present at professional education, workforce and industry/trade conferences about the role of arts learning and creativity in creative careers and postsecondary workforce readiness.</li> <li>• Support degree, occupational and career programs that offer preparation in arts and creative skill development and business/entrepreneurial training (including access to "on the job" experiences).</li> <li>• Work with partners to assure that current arts education requirements are implemented.</li> </ul> <p><b>Future</b></p> <ul style="list-style-type: none"> <li>• Survey Colorado student interest/participation in arts education (both formal and informal) P-20.</li> <li>• Develop or access aggregation/reporting data such as the Student's Individual Career and Academic Plan (as required by SB09-256), CTE tracking, and Community College transfers data.</li> <li>• Work with Department of Labor to collect data on current creative industry jobs and projected needs for future.</li> <li>• Work with partners to develop evaluation of grant-funded schools.</li> <li>• Develop, implement and disseminate findings of follow-up survey to 2008 baseline of statewide student access to arts opportunities; include questions related to 21<sup>st</sup> Century Skills and workforce readiness.</li> </ul>

**Program Priority #5: Stimulate increased support for the sector by local governments and coalitions.**

EXPECTED OUTCOMES	STRATEGIES	IMPLEMENTATION ACTIVITIES
<ul style="list-style-type: none"> <li>• Colorado communities will understand the local and regional importance and impact of their creative Industries.</li> <li>• Colorado communities will include creative and artistic programs in their community vision and plan.</li> <li>• Local government and tourism agencies will develop and promote their unique creative branding and messaging.</li> <li>• Colorado towns and cities will be recognized nationally for their creative attributes.</li> <li>• Colorado will have a statutory mechanism specifically targeted to provide incentives to towns and cities to invest in creative programs and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Make presentations to local government officials and community leaders across the state about the role and impact of the creative industries in their local and regional economy.</li> <li>• Develop resources to help communities that want to use arts and creative assets as a strategy for economic and community development.</li> <li>• Compile information on Colorado's creative communities, detailing their investment strategies and highlighting their creative programs, events and enterprises.</li> <li>• Encourage convention and visitors bureaus and chambers of commerce to acquaint front line and hospitality people with local creative assets.</li> </ul>	<p><b>Year One</b></p> <ul style="list-style-type: none"> <li>• With assistance from OEDIT staff, determine what types of information government officials and community leaders need to develop their case for investing in creative assets as a strategy for economic development, including business recruitment and retention.</li> <li>• Create presentation materials that are flexible and can be customized to different audiences</li> <li>• Train CCI, OEDIT, Small Business Network, and Local Affairs staff to deliver presentations.</li> <li>• Identify state organizations/associations whose conferences/events should include the CCI presentation and begin to get on their agendas.</li> <li>• Identify types of programs, venues, festivals, events and other creative assets employed by Colorado's most creative communities.</li> <li>• Compile a "how-to" guide with stories, links, documents, and resource lists, categorized by type of creative event or venue.</li> <li>• Collect and make available detailed information from successful creative communities according to these categories.</li> <li>• Introduce legislation that creates the framework for a Creative//Innovative Community designation providing financial incentives for local investment in creative venues, events, productions and businesses.</li> </ul> <p><b>Future</b></p> <ul style="list-style-type: none"> <li>• Identify or develop a tool to help communities track return on their creative investments.</li> </ul>