Thornton Arts, Sciences and Humanities Council
MASTER PLAN

This document embodies a five year master plan for the cultivation and promotion of arts and humanities in the City of Thornton. The definitions of arts and humanities for the purposes of this plan are broad based terms which are intended to include visual, literary and performing arts, the sciences and historical preservation. This Master Plan was prepared over the last year by the Thornton Arts, Sciences and Humanities Council (TASHCO), a citizen board appointed by City Council.

The TASHCO Board of Directors consists of the following members:
Antonio D'Lallo
Rebecca Fernandez Martinez
Nancy Karnes
Rosalie Keith
Mary Ann Mohan
Frank Newton, President
Carol Norberg, Vice President

The purpose of the master plan is to create a road map which will lead our efforts in a fashion consistent with the vision and goals identified by the TASHCO Board. The emergence of arts and cultural amenities will serve to preserve our community's past, enhance its present identity, enrich the quality of life and promote economic development. The potential benefits are too numerous and important to neglect this essential planning process which is necessary for success.

The TASHCO Master Plan was designed to be a realistic working document that will allow for growth, and changing dynamics. The plan is separated into nine separate components. While each component is prioritized in a general fashion, they will be addressed simultaneously, in part or in whole, via the assignment of sub-committees consisting of board members, community volunteers and where necessary, City Staff.

VISION, GOALS, OBJECTIVES

The "Heart" of this document is set forth in the Vision of the TASHCO Board:

- "Capture the hearts and minds of Thornton Citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities".

The "Mind" of this document is set forth in the Goals of the TASHCO Board:

- Establish dynamic partnerships and sponsorships
- Make TASHCO a part of the City's infrastructure to identify Thornton as a strong arts community
- Support, celebrate, encourage, recognize and present a variety of inspiring programs.
- Develop sound, consistent and reliable funding sources

The "Hand" of this document is set forth in the Objectives of the TASHCO Board:

- Create a large pool of inspired volunteers: start a grassroots effort in the City
- Develop a strong organized mentoring program
- Develop a clear vision and plan for a cultural location which includes a theater, museum, art studios and classrooms
- Market TASHCO endorsed events, activities and programs
- Design a public relations program with a strong TASHCO image and presence
- Engage program participants in attending City Council meetings or otherwise communicating their support of arts and humanities programming in the City
- Identify new and viable funding sources for TASHCO programming
- Review Master Plan and programming to consider and develop guidelines for needed changes
- Nurture and encourage the development of new arts, culture science and history 501(c)(3) organizations

The TASHCO Board would like to thank the Thornton City Council for their support in the development of this master plan and their interest in the promotion and growth of the arts, sciences and humanities in our community.

SUBJECT
General Plan

Thornton Arts, Sciences, and Humanities Council
TASHCO
MASTER PLAN

2008 2012

GOALS

*Establish dynamic partnerships & sponsorships.

*Make TASHCO a part of the City's infrastructure to identify Thornton as a strong arts community.

*Support, celebrate, encourage, recognize & present a variety of inspiring programs.

*Develop sound, consistent & reliable funding sources.

RESOURCES	PLAN COMPONENTS	WHEN	TASK LEADERS	OBJECTIVES
*City Council *TASHCO Board *City staff *Volunteers *Local businesses *Civic organizations *Churches *Art organizations *Schools/Colleges *Senior citizens *Students *Parents *SCFD *Corporations *Foundations *Alternate grants *Community partnerships *City and public media *Visual & performing artists *Donors/Patrons/Sponsors *Existing venues *Other governmental agencies *Existing programs and expertise *Professional resources *Internet *Historical archives *Other arts councils *City TASHCO budget	❶ Solicit public interest and identify current talent, resources & venues. ❷ Initiate marketing & promotional strategies. ❸ Establish mentoring & educational Partnerships. ❹ Identify and seek out sources of funding. ❺ Assist in the establishment of independent 501(c)(3) groups in the community. ❻ Conduct annual review of each plan component. ❼ Explore & establish a distinctive event. ❽ Explore potential art, culture, science & history facilities. ❾ Plan for art, culture, science & history colony, district or neighborhood.	❶ Initiated 2006, ongoing ❷ 2008 Ongoing ❸ 2008 Ongoing ❹ 2008 Ongoing ❺ Initiated 2007, Ongoing ❻ Annual or as needed ❼ Initiate in 2008, establish 2009 ❽ Initiate 2008 ❾ Initiate in 2010, plan by 2012	❶ through ❾ TASHCO Board members Frank Newton Carol Norberg Nancy Karnes Rosalie Keith Tony D'Lallo Rebbecca Fernandez-Martinez Mary Ann Mohan Arts & Culture staff Buz Hedglin Linda Lowe Sub-committees & volunteers TBD	*Create a large pool of inspired volunteers; start a grassroots effort in the City. *Develop a strong organized mentoring program. *Develop a clear vision & plan for a cultural location which includes a theater, museum, art studios/classrooms. *Market TASHCO endorsed events, activities & programs. *Design a public relations program with a strong TASHCO image & presence. *Engage program participants in attending City Council meetings, or otherwise communicating their support of arts & humanities programming in the City. *Identify new and viable funding sources for TASHCO programming. *Review Master Plan & programming to consider/develop guidelines for needed changes. *Nurture and encourage the development of new arts, culture, science & history 501(c)(3) organizations.

Critical Success Factors

*Funding
*Business & corporate sponsorships
*Citizen involvement
*Volunteers

*City Council support
*TASHCO Board support
*Citizen support & commitment

*Unique programming
*Know/understand audience
* Program visibility

*Expansion of existing programs
*Adequate staff support

*Venues for performance/display
*Variety/diversity
*Enthusiasm

Obstacles to Success

*Inadequate volunteer support
*Competition for time & money

*Changing tastes & trends
*Poor planning
*Lack of funding
*No City venue

*Poor quality programming
*Duplication of programming

*Lack of enthusiasm and creativity
*Failure to engage the public

*Inadequate staff to expand programs
*Reluctance to try something new

VISION

Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities.

Interest/Talent/Venues

MASTER PLAN

GOALS

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RESOURCES

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*Students
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*Foundations
*Alternate grants
*Community partnerships
*City and public media
*Visual & performing artists
*Donors/Patrons/Sponsors
*Existing venues
*Other governmental agencies
*Existing programs and expertise
*Professional resources
*Internet
*Historical archives
*Other arts councils
*City TASHCO budget

TASKS

❶ Develop & execute a plan to identify areas of interest in the arts & humanities in the community

❷ Develop & execute a plan to identify local talent in the community

❸ Combine local talent with areas of interest & develop a strategy for spotlighting it in the community

❹ Identify current venues that might accommodate performance & display events & pursue details of their use for TASHCO events

❺ Prepare a database to include all information gathered above

WHEN

❶ Begin 2007, initial results by October 2008, ongoing maintenance

❷ Begin 2007, initial results by October 2008, ongoing maintenance

❸ Begin 2007, strategy by August 2008

❹ Begin 2008, ongoing

❺ In progress, ongoing maintenance

TASK LEADERS

• Rosalie Keith TASHCO

• _____ TASHCO

• Sub-committees & volunteers TBD

OBJECTIVES

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VISION

Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities

Critical Success Factors

*Positive public response
*Wide variety of interest & talent

*Citizens willing to organize and serve
*Solid data base development for future use

*Enthusiastic approach
*Creative thinking regarding existing resources

*Prompt use of data
*Follow-up with contacts

*Plant seeds for the future

Obstacles to Success

*Competition for people's time
*Lack of commitment

*Lack of funding
*Poor response

*Limited access to usable venues
*Limited delegation resources

*Failure to act in a timely fashion & hold interest

*Limited time and personnel to organize data
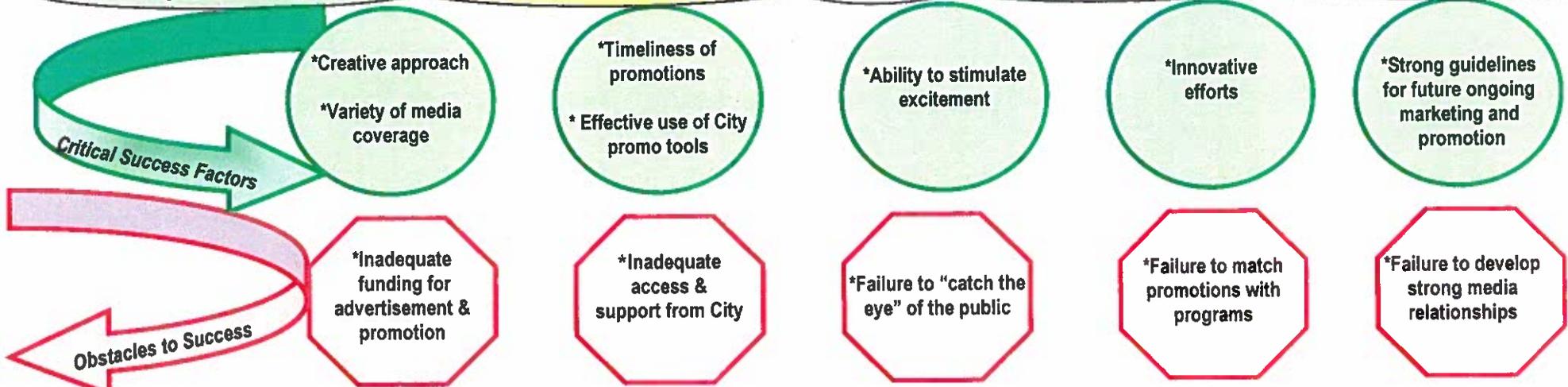
SUBJECT
Marketing & Promotion

MASTER PLAN

RESOURCES	TASKS	WHEN	TASK LEADERS	OBJECTIVES
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VISION

Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities.

Critical Success Factors

- *Creative approach / *Variety of media coverage
- *Timeliness of promotions / *Effective use of City promo tools
- *Ability to stimulate excitement
- *Innovative efforts
- *Strong guidelines for future ongoing marketing and promotion

Obstacles to Success

- *Inadequate funding for advertisement & promotion
- *Inadequate access & support from City
- *Failure to "catch the eye" of the public
- *Failure to match promotions with programs
- *Failure to develop strong media relationships

Mentoring & Educational Partnerships

MASTER PLAN

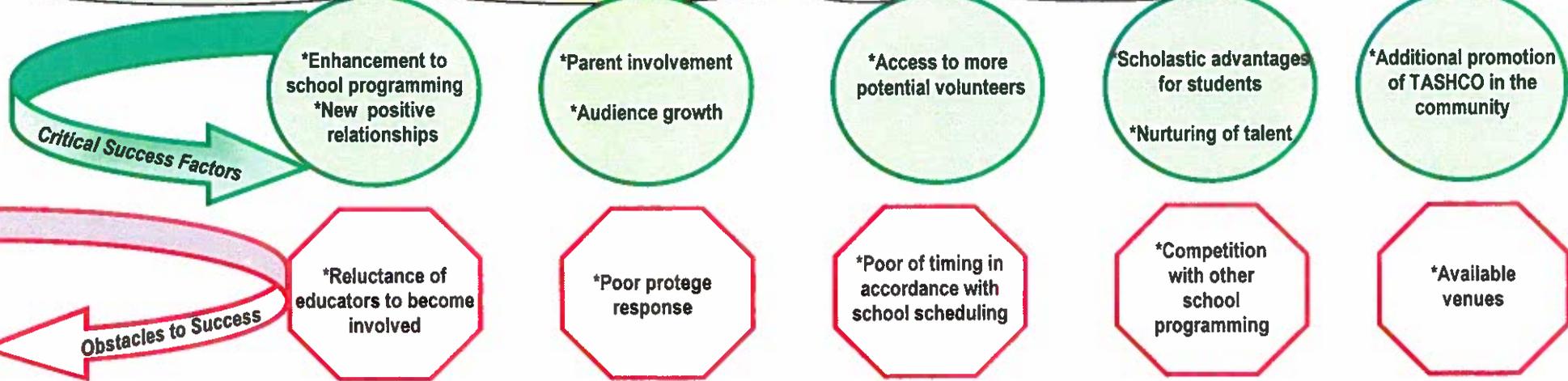### RESOURCES
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*Existing programs and expertise
*Professional resources
*Internet
*Historical archives
*Other arts councils
*City TASHCO budget

TASKS

❶ Develop a program that clearly sets forth what the intent & function of a mentoring & educational partnership would be. What are we selling?

❷ Develop a processs which will match mentors with proteges

❸ Make contacts in all City school districts to enlist involvement & support of educators

❹ Make contacts with local colleges to enlist involvement & support of educators

❺ With the help of educators, progrqam & promote involvement of students

WHEN

❶ By end of 2008

❷ By end of 2008

❸ By end of the 2009 school year

❹ By end of the 2009 school year

❺ No later than start up of 2010 school year

TASK LEADERS

TASHCO
• Rebecca Fernandez-Martinez

TASHCO
_____

• Sub-committees & volunteers TBD

OBJECTIVES
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GOALS
*Establish dynamic partnerships& sponsorships.

*Make TASHCO a part of the City's infrastructure to identify Thornton as a strong arts community.

*Support, celebrate, encourage, recognize & present a variety of Inspiring programs.

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VISION
Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts and humanities.

Critical Success Factors

*Enhancement to school programming
*New positive relationships

*Parent involvement
*Audience growth

*Access to more potential volunteers

*Scholastic advantages for students
*Nurturing of talent

*Additional promotion of TASHCO in the community

Obstacles to Success

*Reluctance of educators to become involved

*Poor protege response

*Poor of timing in accordance with school scheduling

*Competition with other school programming

*Available venues

SUBJECT
Funding

Thornton Ar *Sciences, and Humanities Council*
TASHCO
MASTER PLAN

2008)12

GOALS

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*Existing venues
*Other governmental agencies
*Existing programs and expertise
*Professional resources
*Internet
*Historical archives
*Other arts councils
*City TASHCO budget

TASKS

❶ Research grants other than SCFD

❷ Identify methods for promoting and collecting patron contributions including benefits & incentives

❸ Approach businesses and corporations for financial or in-kind sponsorship & support of TASHCO programming

❹ Devise a detailed 2009 budget recommendation for submission to the City

❺ Review SCFD programming & grant requests to ensure optimal benfits & award amounts

❻ Conduct fund raisers

WHEN

❶ Initiate 2008, ongoing

❷ By the end of October 2008

❸ Initiate 2008, ongoing

❹ Per City budget schedule

❺ Completed for 2008 & 2009, ongoing

❻ Initiate in 2008, ongoing

TASK LEADERS

TASHCO
• Tony D'Lallo
• TASHCO
• Sub-committees & volunteers TBD

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VISION

Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities.

Critical Success Factors

*Community support & involvement
*Strong volunteer base

*Adequate City budget support
*TASHCO Board support
*Citizen support

*Visibility
*Tenacity & drive
*Enthusiasm
*Sellable product
*Stimulation

*Exposure
*Adequate staff support
*Civic pride

*Variety/Diversity
*Development of relationships

Obstacles to Success

*Inadequate volunteer support
*Competition for time & money

*Changing tastes & trends
*Poor planning
*Timidity

*Poor quality programming
*Civic apathy

*Lack of enthusiasm & creativity
*Failure to engage the public

*Reluctance to try something new
*Weak promotion

SUBJECT
501(c)(3)/Grant Assistance

Thornton Ar⁴ Sciences, and Humanities Council
TASHCO
MASTER PLAN

2008)12

RESOURCES
- *City Council
- *TASHCO Board
- *City staff
- *Volunteers
- *Local businesses
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- *Other governmental agencies
- *Existing programs and expertise
- *Professional resources
- *Internet
- *Historical archives
- *Other arts councils
- *City TASHCO budget

TASKS
❶ Identify existing 501(c)(3) organizations in the City

❷ Identify groups that would potentially benefit from 501(c)(3) status

❸ Establish 501(c)(3) training stratagies for groups identified in # 2

❹ Connect interested groups with instructional grant writing sources

WHEN
❶ Initiate 2008, ongoing
⇩

TASK LEADERS
- TASHCO
  Rosalie Keith

- TASHCO

- Sub-committees & volunteers

OBJECTIVES
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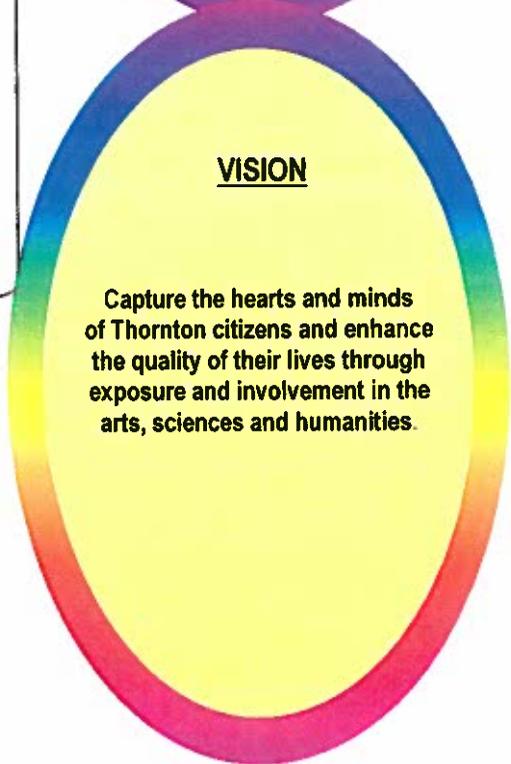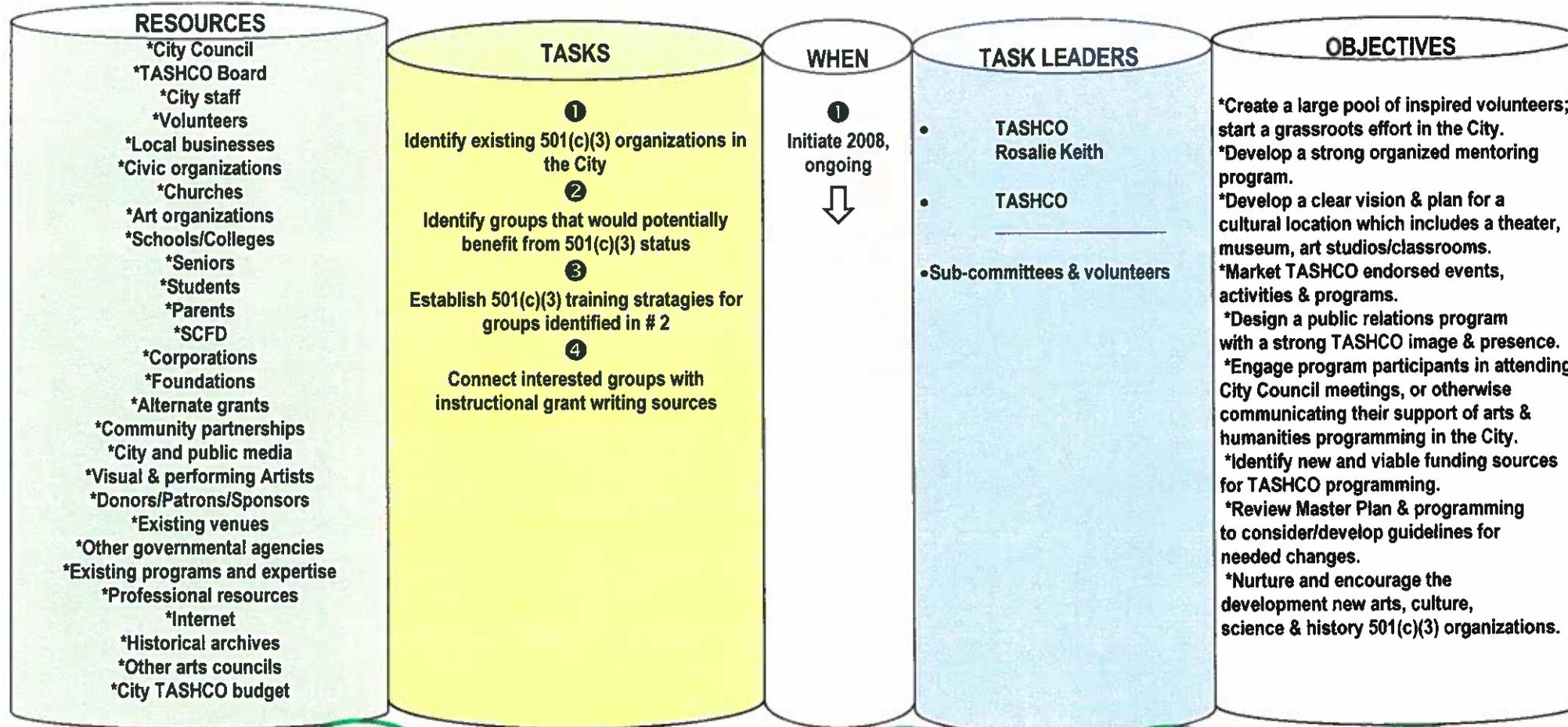- *Develop sound, consistent & reliable funding sources.

VISION
Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities.

Critical Success Factors
- *Establishment of partnerships with 501(c)(3)
- *Ongoing commitment from TASHCO
- *Existence of public interest in obtaining 501(c)(3) status
- *Contact with 501(c)(3) & grant process experts

Obstacles to Success
- *Lack of tenacity
- *Lack of volunteer commitment/ interest

Thornton Ar~ Sciences, and Humanities Council
TASHCO
MASTER PLAN

2008)12

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TASKS
❶ Develop a standardized review format

❷ Evaluate established goals of each Master Plan component

❸ Assess the progress of each Master Plan component

❹ Discuss & apply adjustments to each Master Plan component

WHEN
❶ Review format by end of 2nd quarter 2008

❷❸❹ Ongoing formative & summative evaluation at least once per year

TASK LEADERS
- Mary Ann Mohan TASHCO
- Carol Norberg TASHCO
- Sub-committees & volunteers TBD

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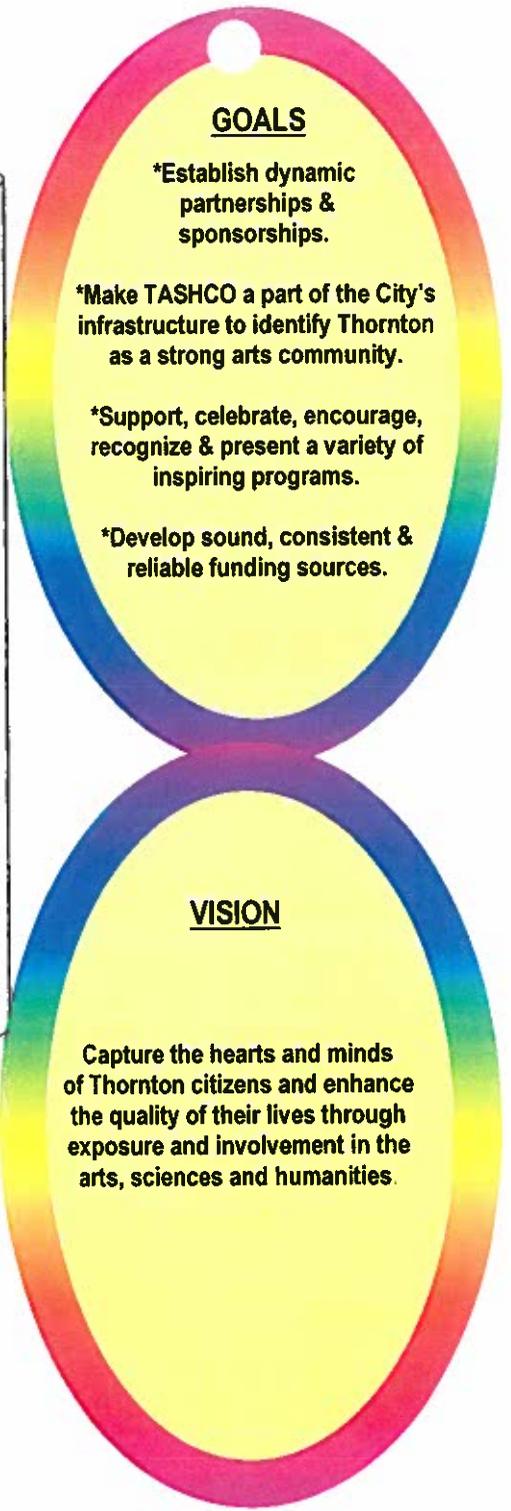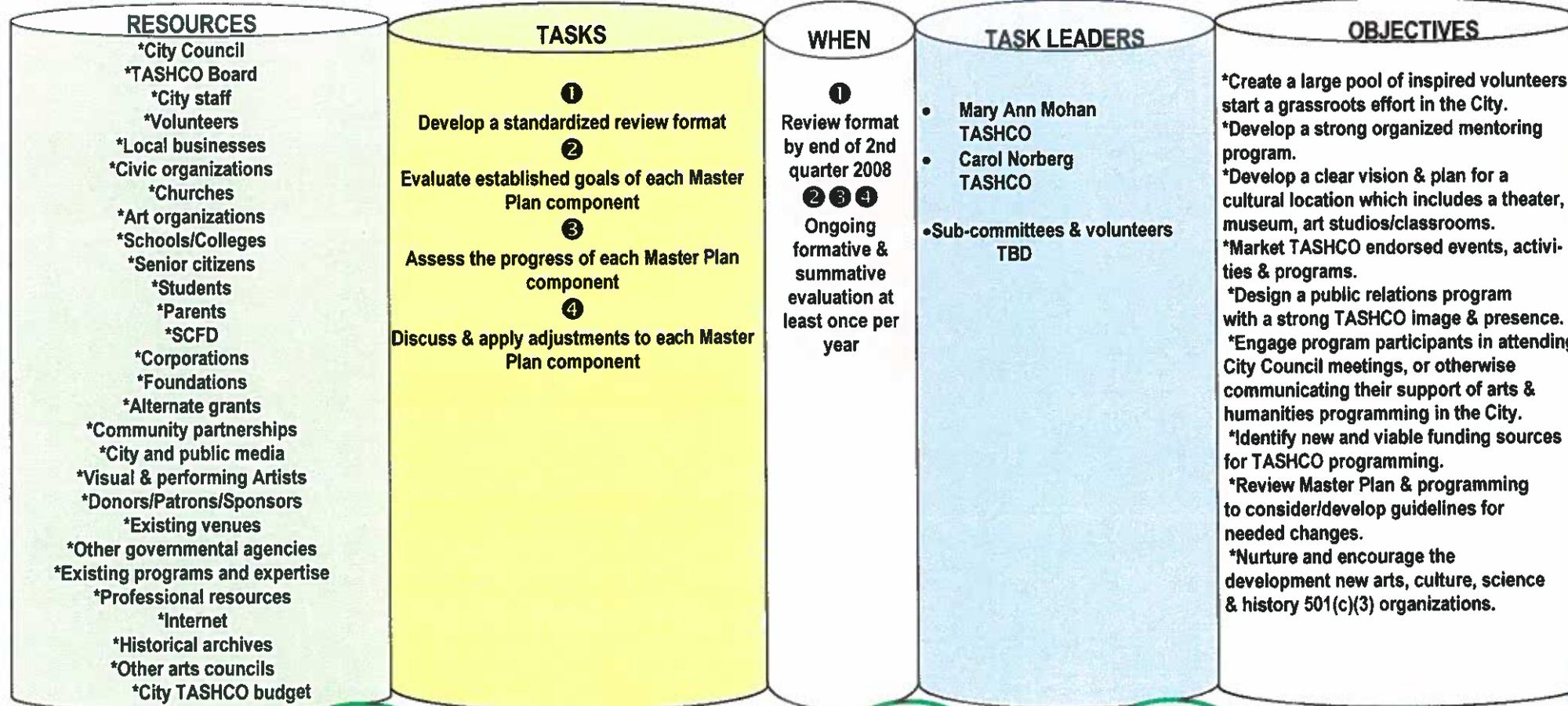
Critical Success Factors
- *Development of a standardized & manageable review format
- *Consistency in data gathering
- *Adherence to committee's established timelines
- *Honest assessment

Obstacles to Success
- *Waiting too long to do assessment
- *Failure to plan and gather individual program evaluations
- *Lack of flexibility & willingness to adjust

SUBJECT
Distinctive Events

Thornton Arts, Sciences, and Humanities Council
TASHCO
MASTER PLAN

2008)12

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- *City Council
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- *City TASHCO budget

TASKS
❶ Brainstorm and narrow a list of potential events for presentation to full TASHCO Board. Include the sub-committee's recommendation

❷ Identify potential venues for the selected event(s)

❸ Develop a timeline required to plan, promote and host the event(s)

❹ Develop an estimated budget and options for funding the event(s)

❺ Develop a work plan for initiating the selected event(s)

❻ Execute work plan & event(s)

WHEN
❶ By end of 3rd quarter 2008

❷ By end of 3rd quarter 2008

❸ By end of 3rd quarter 2008

❹ By end of 3rd quarter 2008

❺ By end of 4th quarter 2008

❻ 2009/2010

TASK LEADERS
- Frank Newton TASHCO
- _____ TASHCO
- Sub-committees & volunteers TBD

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VISION
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Critical Success Factors
- *Good promotion plan / *Inclusive theme throughout the community
- *Innovative ideas for unique events
- *Identification of workable venue / *Involvement of schools
- *Adequate funding/ sponsorships / *Strong community volunteer support
- *Draw from extensive festival experience in the City

Obstacles to Success
- *Limited funding / *Competition with other events
- *Location / *Limited public support
- *Limited corporate support / *Limited school support
- *Conflicting artist & presenter schedules
- *Low event attendance / *Limited staff availability

Thornton Arts, Sciences, and Humanities Council
TASHCO
MASTER PLAN

2008-2012

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RESOURCES	TASKS	WHEN	TASK LEADERS	OBJECTIVES

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*Internet
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	❶ Propose the function and programming of the desired facility. Within realistic boundries, what would it look like and how would it be used? Long term vs. short term
	
	❷ Research potential locations for rennovation or building that would be best suited for the vision of the facility. Visit other facilities
	
	❸ Conduct meetings with City Development and become familiar with the processes required to advance the plan. Gain advice
	
	❹ Develop an estimated budget and plan for potentially raising outside funds to construct the facility. Develop a timeline for constructing a facility
	
	❺ Prepare formal proposal for Council and City official's consideration
		❶ By end of 2008
		
		❷ By end of 2008
		
		❸ 1st quarter 2009
		
		❹ By 1st quarter 2010
		
		❺ By 4th quarter 2011
			• TBD
			  TASHCO
			•
			  TASHCO
			
			•Sub-committees & volunteers TBD
				*Create a large pool of inspired volunteers; start a grassroots effort in the City.
				*Develop a strong organized mentoring program.
				*Develop a clear vision & plan for a cultural location which includes a theater, museum, art studios/classrooms.
				*Market TASHCO endorsed events, activities & programs.
				*Design a public relations program with a strong TASHCO image & presence.
				*Engage program participants in attending City Council meetings, or otherwise communicating their support of arts & humanities programming in the City.
				*Identify new and viable funding sources for TASHCO programming.
				*Review Master Plan & programming to consider/develop guidelines for needed changes.
				*Nurture and encourage the development new arts, culture, science & history 501(c)(3) organizations.

Critical Success Factors

- *Community support / *Support of elected officials
- *Multiple good location options / *Availability of potential renovation sites
- *Availability of outside funding
- *clarity of proposal and reasonable, workable plan
- *Perseverance / *Strong staff support

Obstacles to Success

- *Lack of support / *Poor location options
- *Lack of available funding
- *Poor planning / *Insufficient detail
- *Thinking too big
- *Thinking too small

VISION

Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities.

Colony District/Neighborhood

MASTER PLAN

GOALS
*Establish dynamic partnerships & sponsorships.

*Make TASHCO a part of the City's infrastructure to identify Thornton as a strong arts community.

*Support, celebrate, encourage, recognize & present a variety of inspiring programs.

*Develop sound, consistent & reliable funding sources.

RESOURCES
*City Council
*TASHCO Board
*City staff
*Volunteers
*Local businesses
*Civic organizations
*Churches
*Art organizations
*Schools/Colleges
*Senior citizens
*Students
*Parents
*SCFD
*Corporations
*Foundations
*Alternate grants
*Community partnerships
*City and public media
*Visual & performing artists
*Donors/Patrons/Sponsors
*Existing venues
*Other governmental agencies
*Existing programs and expertise
*Professional resources
*Internet
*Historical archives
*Other arts councils
*City TASHCO budget

TASKS
❶ Involve City Planning and draw from their expertise and guidance. Determine feasibility

❷ Research other communities that have such districts

❸ Conduct informational & idea sharing meetings with the community

❹ Determine what amenities would best suit the City of Thornton

❺ Research financial resources

❻ Prepare a comprehensive plan & recommendations for Council consideration

❼ Propose timeline for advancement of plan

WHEN
❶ 2009
❷ 2009
❸ 2010
❹ 2010
❺ 2011
❻ 2012
❼ 2012

TASK LEADERS
- TBD
  TASHCO
- TASHCO
- _____
- Sub-committees & volunteers
  TBD

OBJECTIVES
*Create a large pool of inspired volunteers: start a grassroots effort in the City.
*Develop a strong organized mentoring program.
*Develop a clear vision & plan for a cultural location which includes a theater, museum, art studios/classrooms.
*Market TASHCO endorsed events, activities & programs.
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*Review Master Plan & programming to consider/develop guidelines for needed changes.
*Nurture and encourage the development new arts, culture, science & history 501(c)(3) organizations.

VISION
Capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities.

Critical Success Factors

*Strong community support
*Strong Council support

*Development area availability

*Available funding

*Artist interest & support
*Strong sponsorship potential

*Buy-in from City Development

*Feasible planning

*Realistic timelines

*Unique planning & promotion

Obstacles to Success

*Competing development

*Limited or no development options

*Failure to enlist support from elected officials

*Insufficient funding sources

*The challenge of keeping the dream alive & passing on the vision