8:30-10:00: MORNING 1
MISSION ORIENTATION (preparing for a values-driven mission)

10:00-10:15 BREAK

10:15-12:00: MORNING 2
MISSION BRIEFING (learning from other experiences)

12:00-1:00 LUNCH

1:00-2:15: AFTERNOON 1
MISSION RESOURCES (organizing your team and planning for course corrections)

2:15-2:30 BREAK

2:30-3:45 AFTERNOON 2
THE JOURNEY (launching, facing the unknown, encountering new worlds, avoiding asteroids and black holes)
MISSION SUCCESS (stable orbit, basecamp, new civilization...)
www.creativitylabcolorado.org/resources
"if you think you understand quantum mechanics, you don't understand quantum mechanics"
-richard feynman

"if you think you understand creative districts, you don't understand creative districts"
-william marino

william p marino
The MADman

ceo/exec. director, lakewood-w.colfax BID | board chair, 40 west arts creative district
silicon valley start-up, technology purchased by PeopleSoft
serial entrepreneur, built and sold three companies in technology & publishing sectors
co-founder of the creativity lab of colorado
william p marino
The MADman
ceo/exec. director, lakewood-w.colfax BID | board chair, 40 west arts creative district
silicon valley start-up, technology purchased by PeopleSoft
serial entrepreneur, built and sold three companies in technology & publishing sectors
co-founder of the creativity lab of colorado
wpm@creativitylabcolorado.org

Why is Marino "The MADman"? MAD is an acronym for "Make A Difference."

kevin k yoshida
dr. Y-not
board chair, lakewood-w.colfax BID | board of directors, 40 west arts creative district
architect and founder of ideate design (www.ideate.design)
urban designer, focused on catalytic revitalization & contextual urbanism
award-winning designer for 22 years, including Artspace Loveland
co-founder of the creativity lab of colorado

k2y@creativitylabcolorado.org
Why is Kevin "Dr. Y-Not"? Ideas that change the world often start with the question "Why Not?"
empowering the art of entrepreneurship

ALIGN
CONNECT
ACTIVATE

MENTOR
COACH
LAUNCH

CREATIVITY
lab
COLORADO

"empowering the art of entrepreneurship"

DESIGN
EXPLORE
MODEL

A COLORADO 501(c)(3) NON-PROFIT

www.creativitylabcolorado.org
IKIGAI

(icky-guy) is a Japanese concept meaning "a reason for being."
Everyone has an ikigai. It is a process self-discovery, reflection and finding your authenticity...we are all works in progress
ikigai

that
which you
love

passion:
fire

that
which you
are good
at

profession:
training

authenticity

mission:
change
the world

that
which the world
needs

vocation:
inmate

that
which you
can be compensated
for
authenticity
make a difference
"You will either step forward into growth or you will step back into death."

"A musician must make music, an artist must paint, a poet must write."

INDIVIDUAL HIERARCHY OF NEEDS

COMMUNITY HIERARCHY OF NEEDS

SELF-ACTUALIZATION

ESTEEM

LOVE+BELONGING

SAFETY NEEDS

PHYSIOLOGICAL NEEDS

REMARKABLE

LOVABLE

STABLE
authenticity + experiences
MEMORABLE
"stretch out with your feelings" -obi wan kenobi
POLL 1: What are the top three areas of concern for your creative community?

POLL 2: What are 3 words best describe your creative community?
Select the top three concerns for your creative community?

Visioning 51%
Funding 74%
Community Engagement 60%
Staffing 37%
Operational Expertise 23%
Facilities 26%
Affordable Real Estate 29%
What three words best describe your creative community? (Use single words, comma or space separated, check your spelling)
HB 1183

2017-18, authorizing specific local governments, including municipalities and federally recognized Indian tribes, that typically have limited access to economic development resources, to designate a portion of their territory as a creative district subject to certification by the Washington state arts commission.
Governor's Office of Economic Development and International Trade
Colorado Creative Industries
HB 11-1031
"concerning the creation of creative districts...
"to promote, support and expand the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life"

- attract creatives
- create a hub of economic activity
- respond to a unique local situation
- enhance tourism
- revitalize, beautify, preserve, reuse
- focus and celebrate unique identity

2012: Two Certified Creative Districts
2018: Twenty-Three Certified Creative Districts
The American Dream on West Colfax
A Place for People to Make Memories!
1. 40 West Arts Gallery & Benchmark Theater
2. Landt-MaKenna Galleries
3. Pirate: Contemporary Art
4. Craven Metal
5. Liquid Metal Coatings
6. Hyperspace Arcade
7. 40 West Studios
8. Sweet Bloom Coffee
9. EDGE Gallery
10. NEXT Gallery
11. Pasternack’s Art Hub & Colfax Museum
12. CORE New Art Space
13. Dutch Bros Coffee
14. WestFax Brewing
15. Lakewood Arts Gallery
16. Gallery of Everything & Red Herring Art Supply
17. Philip J. Steele Gallery
18. Pho 2 Love Restaurant/Gallery

= W Line Light Rail
Lamar Station

= Approx. 10 min. walk from 1 to 14

= 40W ArtLine Route (continues beyond map)

Last updated December 2018
LIVE AT LIGHT RAIL

40 West Arts & Lakewood Mayor Adam Paul present
● music ● dance ● and other live performances ●
FREE at the Lakewood-Wadsworth light rail station
Wednesdays, 4:45 - 6:15pm all summer long!

Event details at facebook.com/40WestArtsDistrict.
"West Colfax is on its way back"

As train returns to suburbs, so does hope for another boom

"never tell me the odds"

-Han Solo
"pass on what you have learned" - Yoda

Every community is unique

Organization matters

Celebrate Your Impact

Inclusivity is contagious

Anything is possible with partnerships

"I love being wrong because that means in that instant, I learned something new that day" - Neil deGrasse Tyson
Every community is unique
Amenities & Creating a Strong Identity

The palette uses the ‘40W’ brand to greet people as they have entered the district, what once existed within the district, and the experience needed to access different district areas. The improved furnishings and color palette, combined with wayfinding will create a strong and inviting environment.

ART or SIGN

Primary Gateway

Secondary Gateway (commissioned art)
Organization matters
A community-created district that advocates for capital investment and economic development to support existing and new business in Lakewood's West Colfax corridor.

Go to BID

A 501(c)3 nonprofit operating a Colorado Certified Creative District that champions community arts spaces and events and supports creative activities along Lakewood's historic West Colfax Avenue.

Go to 40 West Arts

A 501(c)6 association for businesses and residents that provides a forum for dialogue & reliable community information as well as a unifying voice for the West Colfax community.

Go to WCCA

Connect with us

Twitter | Pinterest | Instagram | Facebook

Working Together to ENERGIZE Historic West Colfax
Celebrate
Your Impact
Cultural attendance reached 15 million, which includes both paid and free participation at museums, concerts, performances, natural history venues, etc. This is the second highest attendance that CBCA has reported since it began in 1992. In that time, cultural attendance has increased at nearly twice the pace of Denver metro area's population growth.

Learn more about innovative ways arts, cultural and scientific organizations are reaching new audiences and ensuring accessibility to all at cbca.org.

13M 2016-17 Colorado Skier Visits
Corridor sales tax collection from 2013 to 2017:
- $9,788,110 in 2013
- $10,366,792 in 2014 (up 5.9% from 2013)
- $11,035,336 in 2015 (up 6.4% from 2014)
- $11,037,692 in 2016
- $11,104,748 in 2017 (up 13.3% from 2013 to 2017)
creative district attendance
40 WEST ARTS DISTRICT EVENTS
(exhibitions, demonstrations, classes, activities, etc.)

- **CREATIVE DISTRICT CERTIFICATION**
  - 60 events (about 1/week) in 2013
  - 150 events (about 1/day) in 2014
  - 360 events in 2015
  - 420 events in 2016
  - 460 events in 2017

(events)
Inclusivity is contagious
Anything is possible with partnerships
The 40 West ArtLine – a 4-mile walking & biking art experience, with 70+ art installations connecting 3 district parks
www.40westartline.org
"always in motion the future is" - Yoda
82% of Americans believe arts & culture are important to local businesses and the economy

87% of Americans believe arts & culture are important to quality of life

Source: Americans for the Arts 2016 survey of 3,020 adults by Ipsos Public Affairs
Average Per Person Per Event
Audience Expenditures: $31.47

- $16.82 Meals / Snacks / Refreshments
- $4.48 Overnight Lodging
- $0.38 Child Care
- $4.49 Gifts / Souvenirs
- $3.09 Local Ground Transportation
- $1.92 Clothing / Accessories
- $0.29 Other

The average audience expenditure does not include cost of admission.
### SELF ASSESSMENT: A Rubric for the 10 Community Readiness Principles™

This is a self-assessment that can be used at the beginning of a process as a discussion starter (or benchmark) and as an ongoing tool to evaluate progress.

### DIRECTIONS:
Rate your community on each of the 10 Community Readiness Principles using a scale of 1 to 10. Your rating should be based on your opinion and experience. A rating of “1” is the lowest, meaning little or no progress in this area, and a rating of “10” is the highest, meaning you believe your community has achieved the highest level in this category.

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"your focus determines your reality"
qui-gon jin

"imagination will often carry us to worlds that never were, but without it we go nowhere"
-carl sagan
future state

VISION is a BOLD & ASPIRATIONAL short statement that articulates your ideal future; it embodies your core purpose; it’s how you will change the world—right in your own community.

MISSION is more OPERATIONAL; it explains what and/or how you will work toward achieving your vision; its what you do and how you do it; often includes reference to your purpose.

VALUES are the guiding principles you hold dear; these are core beliefs your organization considers integral and indisputable.
40 West Arts SAMPLE HOMEWORK

Vision:
The re-emergence of historic West Colfax as a vibrant creative corridor, making it, once again, a memorable commercial and entertainment destination

Mission:
To enrich the community and enhance the creative, cultural, and economic vitality of the historic West Colfax corridor by creating community arts spaces and community arts events and by supporting creative enterprises, experiences, and activities in the district

Values:
To be an inclusive, open, and collaborative organization with a commitment to creativity that inspires artistic experimentation for both the novice and professional and supports and expands the creative, cultural, entrepreneurial, and economic vitality of our community

Key Story Points / Unifying Themes
- 150-year Entrepreneurial history of West Colfax, including its “glory days” of the 40s, 50s, & 60s (referenced by Beat Generation Jack Kerouac in “On the Road” and site for multiple Hollywood productions)
- The re-routing of traffic patterns (completion and opening of Interstate 70) caused a slow 30-year spiral of economic decline (beginning in the 1970s)
- In the early 2000s the emerging renaissance began through grass roots community efforts around arts and culture uniting public and private efforts around re-energizing historic West Colfax and once again making it a destination that delivers memorable experiences (and more to come!)
A DEEPER DIVE: Consider a VISION FRAMEWORK & BHAG! Details/resources below.

A Vision Framework

See the West Colfax group’s 2006 Vision Framework and 20-year Big Hairy Audacious Goal or BHAG

In Eleven years (so far) much of the “Vivid Description” is already true! Our BHAG is in sight

A BHAG is a “CLEAR AND COMPELLING GOAL, like the moon mission; a true BHAG serves as a unifying focal point of effort—often creating immense team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines. A BHAG engages people—it reaches out and grabs them in the gut. It is tangible, energizing, highly focused. People “get it” right away; it takes little or no explanation.” --Jim Collins

The term ‘Big Hairy Audacious Goal’ (BHAG) was proposed by James Collins and Jerry Porras in their 1994 book entitled Built to Last: Successful Habits of Visionary Companies

<table>
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<tr>
<th>Mayor’s West Colfax Blue Ribbon Committee (2004-6)</th>
<th>ENVISIONED FUTURE</th>
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<tbody>
<tr>
<td><strong>CORE IDEOLOGY</strong></td>
<td><strong>20-Year BHAG</strong></td>
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<tr>
<td>Core Purpose</td>
<td>Create the environment that will re-energize Lakewood’s historic West Colfax corridor to make it once again an economic engine for the City and a vibrant commercial and entertainment destination for residents and visitors that rivals (exceeds) its mid-century glory days</td>
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<tr>
<td>To put in place an action-oriented plan that rallies the community to work together to revitalize Lakewood’s historic West Colfax Avenue</td>
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<tr>
<th>Core Values</th>
<th>Vivid Description (Envisioned for 2026!)</th>
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<tr>
<td><strong>Respect</strong> for the individual, the neighborhoods, and the rich history of the area</td>
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<tr>
<td><strong>Inclusiveness</strong>, meaning an openness to all individuals and organizations who wish to participate in the process in a productive manner</td>
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<td><strong>Collaboration</strong> among all stakeholders to embrace our core values and forge progress toward our community’s shared vision</td>
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<tr>
<td><strong>Forward-thinking</strong>, meaning an approach that looks at challenges and opportunities through a lens of what’s possible near term and long term, considers creative solutions for marshalling resources, and shows good stewardship of public funds</td>
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<tr>
<td><strong>Results-oriented</strong>, meaning a commitment to stakeholders and the community at large to move forward with a sense of urgency and to infuse the process with a work ethic focused on results and accountability</td>
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U.S. 40, historic West Colfax—the Gateway to the Rockies—was the place to be in the 40s, 50s, and 60s. And now, after an intensely collaborative, two-decade public-private partnership, West Colfax is celebrating a dynamic new chapter to its inimitable, century-old story. True to its own lore, rich in character and creativity, West Colfax Avenue’s mid-century buildings and multi-generational businesses are again thriving—right alongside new 21st century destinations, all respecting the “Americana” heritage of the Colfax “Beat Generation” culture while carrying on the fierce independence of its creative, resilient, and entrepreneurial spirit.

Today, West Colfax bustles with locals and visitors alike. The crowds come to embrace the quintessential Colfax experience—the extraordinary walking and biking route called the ARTLINE, along with eateries, art galleries, breweries, and eclectic shops. It’s a place where families and friends come to create fresh opportunities, connect with diverse experiences, and celebrate culture both old and new.

The renaissance of Lakewood’s West Colfax Avenue is well chronicled, making headlines and garnering awards for its transformation. West Colfax Avenue and its re-emergence as a vibrant commercial and entertainment destination demonstrates the power of resolute community collaboration.
"if you feel you are in a black hole, don't give up- there's a way out"
-Stephen Hawking

"strange new worlds"
-James T. Kirk

"houston, we have a problem"
-Apollo 13
The Momentum Formula™

Current State: \[
\left( \frac{\text{History} + \text{Assets} + \text{Perception}}{\text{Community Values}} \right) \times \left( \frac{\text{Value-based Goals} + \text{Core Purpose}}{\text{Community Buy-In}} \right) = \text{Shared Vision}
\]

Shared Vision \rightarrow \text{BHAG} \times \left( \frac{\text{Leadership} + \text{Execution}}{\text{Community Collaboration}} \right) \times \left( \frac{\text{Vivid Description}^{3Cs}}{\text{Core Stakeholders}} \right) = \text{Future State}

3Cs: Clear, Compelling, Consistent Message

History + Assets + Values + Vivid Description \rightarrow Authentic Story

A shared vision binds people together and points to the future; authenticity [history, assets, values] embraces the past and connects to the present; vivid description(3Cs) ignites passion and inspires engagement, collaborative leadership propels execution and creates momentum . . . momentum makes the vision real and inspires a sense of inevitability for the future state (or envisioned future).

For more about The Momentum Formula™ write us at info@CreativityLabColorado.org

Empowering the Art of Entrepreneurship

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Activity: Storyboarding: What’s Your Authentic Story!

Start by reviewing, or if you are working in a group by, displaying your Vision, Mission, and Values as touchstones for the activity. (Also consider displaying iconic images of your community.)

Next, identify three key messages / story points of your narrative. (What you want everyone to know; think beginning, middle, & end.)

1. –
2. –
3. –

Think of the above as unifying themes that connect the past to the present—and offer an inkling about the future.

WEAVE MESSAGES INTO YOUR AUTHENTIC STORY:
Tell your story. How did you arrive at your current state? What is your area / organization best known for? How do you currently connect with your local history, heritage, and lore? Do you have a “comeback” story? What was your community’s challenge or struggle? What does your vision/mission indicate for the future (desired future state)? Think like a movie producer. Tell your authentic story. Do a storyboard. (See sample completed exercise for 40 West Arts along West Colfax in Lakewood included herein.)
SAMPLE STORYBOARD FOR 40 WEST ARTS DISTRICT AND ITS NAMESAKE U.S. 40 - COLFAUX AVENUE

150-year entrepreneurial history as a commercial transportation corridor (even when it was a rutted, dirt wagon trail)
1850-60s

The dedication of The VICTORY Highway – U.S. 40 – first coast-to-coast highway (from Baltimore, and eventually Atlantic City, to San Francisco)
1926

1930s-1970s

Traffic Patterns Rerouted (I-70), begins a 30-year economic decline
Early 1970 - 2000


Today . . . Embrace and celebrate the Glitter & Grit of Colfax . . .
The Renaissance gains momentum new galleries/arts venues attracting new investment & new businesses
West Colfax is (on its way) Back!

What’s Next: The BHAG! (See next page.)
"do or do not, there is no try"
-Yoda

"the needs of the many"
-Spock

"stay on target"
-Gold Five
What mission skills does your creative district need?

Communications : Programming : Finance : Planning
**SELF ASSESSMENT: A Rubric for the 10 Community Readiness Principles™**

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<td>Funding Mechanisms</td>
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<td>Functional Capabilities</td>
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<td>On-site Leadership</td>
<td>4.82</td>
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Empowering the Art of Entrepreneurship
"always in motion the future is" - Yoda

1. Vision clarity
2. Political will
3. Strategic structure
4. Institutional support
5. Business support
6. Community leadership
7. Community engagement
8. Funding mechanisms
9. Functional capabilities
10. On-site leadership
The Future of Me™

- My Future
- My Art
- My Customers
- My Purpose

CREATIVITY lab COLORADO
The Future of We™

- **OUR VISION**: who can we partner with? what values do we share?
- **OUR COMMUNITY**: who are we? what are our characteristics/competits? what motivates us? what makes us tick?
- **OUR MODEL**: do we exist? how do we exist?
- **OUR PURPOSE**: what did we set out to create? what do we need on the journey?
"creativity is contagious, pass it on"
-albert einstein

"your future is whatever you make it, so make it a good one"
-emmett "doc" brown
HOW CAN THE STATE'S CREATIVE DISTRICT PROGRAM BEST HELP AND SUPPORT YOU?

- Help frame effort for print and promotional by LC
- Help with focus on growth
- More to support creative resources
- Help with growth/development in the future
- Help with funding to support growth
- More support for questions and growth areas needed
- As an example for questions x times and area needed
- More support needed
- More help with local area
- Help with growth
- More support needed for local
- More support needed for future
- More support needed for growth
- More support needed for LC
SHARE THE MOST EXCITING NEWS ITEM (IN HEADLINE FORM) FOR YOUR CREATIVE COMMUNITY
IF TIME/MONEY WERE NO OBJECT, WHAT ONE THING WOULD YOU LIKE TO SEE HAPPEN FOR YOUR CREATIVE COMMUNITY?
PUT YOUR CREATIVE COMMUNITY ON THE TIMELINE/LAUNCH TRAJECTORY

JUST STARTING
- Covington, WA
- Port Townsend

MIDDLE
- Gig Harbor
- Olympia
- Chehalis
- Edmonds

FULLY LAUNCHED
- T90
- Buckley Island