

# The Dividends of Culture | the economic and social activity of metro Denver culture

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# The 2004 Study of the Economic and Social Activity of Metro Denver Culture

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# I. EXECUTIVE SUMMARY

## Introduction

Historically, the decision to support cultural activity stemmed from an appreciation of culture. The economic ramifications were rarely considered.

Today, changing political, social, and economic climates are informing a re-examination of the role of cultural entities in society. The findings? Investments in culture pay handsome dividends to business, the economy, our community, and quality of life.

In addition to offering enlightening and entertaining experiences to patrons, cultural and scientific organizations increasingly contribute to the overall health of our economy. Cultural and scientific organizations:

- Provide employment
- Offer the amenities needed to attract tourism and new business
- Serve as a catalyst for growth and redevelopment of other economic sectors

CBCA and Deloitte Consulting, LLP publish the bi-annual study of economic activity generated by metro Denver culture to translate culture's operations into business terms.

## Culture's Return on Investment

The metro Denver region is home to more than 300 nonprofit cultural and scientific organizations. Diverse in size and mission, these organizations present culture's many forms, from the performing and fine arts, to science and history.

Taken as a whole, cultural and scientific organizations attracted millions in new revenue to the metro Denver economy in 2003 from cultural tourism, capital expenditures, and federal government grants.

CBCA and Deloitte's findings convey the considerable economic influence of our cultural community: with a \$35 million outlay from metro Denver taxpayers in 2003, the cultural industry created a remarkable 14:1 return on investment, attracting a significant infusion of new money to the region of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties.

## The Commerce of Culture

Together, metro Denver cultural and scientific organizations generated \$1.3 billion in economic activity in 2003, driving \$497 million in *new* revenue to the metro Denver economy.<sup>i</sup>

A strong cultural industry is an important component of metro Denver's economic vitality.

- This billion dollar industry is the 6<sup>th</sup> largest non-governmental employer in the metro Denver region, and the 7<sup>th</sup> largest in the state.<sup>ii</sup>
- Cultural and scientific organizations disbursed \$86 million in wages to 9,450 employees, and paid almost \$14 million in payroll, seats, and sales tax.
- Of the nearly \$500 million in new revenue culture attracted to the economy, more than \$400 million comes from cultural tourism. Metro Denver culture drew 2.8 million visitors from outside the metro Denver area, a \$403 million boon to the economy.

Metro Denver's Scientific and Cultural Facilities District (SCFD) is a national model and funds the cultural and scientific organizations that give back so much to the regional economy. The tax, a penny on every \$10 sale in the seven-county area, helps maintain the cultural vibrancy of the Rocky Mountain region.

## Boosting Business

A vibrant cultural industry not only promotes a good business environment, it enhances business directly.

- Arts and culture provide highly-skilled labor to fuel other industries, such as the creative businesses (e.g., design, publishing, film production, etc.) along Colorado's Front Range, an area with the fourth-highest density of creative industries among major metropolitan areas in the United States.<sup>iii</sup>
- Thousands of non-arts businesses look to cultural experiences to spark employee creativity, learning, and enterprise.
- Culture also attracts local and out-of-town visitors to hotels, stores, and restaurants.

## **Creating Value**

Less measurable, but no less important are culture's obvious contributions to our region's rich quality of life. Well-rounded Colorado residents and our visitors seek a variety of leisure-time activities, including sporting events, outdoor recreation, and other pastimes, in addition to culture.

In 2003, the combined attendance at professional sporting events, Front Range ski resorts, and Denver area cultural activities totaled more than 24 million.<sup>iv</sup> Nearly half of these visits – more than 11 million - were made to cultural activities. This is more than twice the state's population.<sup>v</sup>

And by helping to make our region a desirable place to live and work, culture gives metro Denver businesses a competitive edge in recruiting and retaining top-notch employees.

## **Building Community Assets**

Culture also encourages growth and redevelopment in our cities and towns. Several new cultural facilities are under construction in metro Denver, and many more have been renovated or restored in recent years. Cultural and scientific organizations generated \$84 million of economic impact through capital expenditures in 2003.

Culture builds community in less tangible ways as well. The many forms of culture – arts, history, sciences – connect our community. Culture reveals common ground and shared identity, and through culture, community members grow in their understanding and appreciation of diverse experiences. For stimulation, inspiration, and transformation – in short, for experiences that count, people turn to culture.

Attendance at cultural events topped 11 million in 2003, indicating the public's broad support for metro Denver culture.

- More than 4.7 million people paid admission to visit a cultural activity in 2003. The entire population of metro Denver is just over 2.5 million.<sup>vi</sup>
- Nearly 1 million people enrolled in educational courses at cultural and scientific organizations, and over 41,000 volunteers contributed a combined 1.9 million hours to their favorite cultural and scientific institutions.

## **The Real Economic Impact**

CBCA and Deloitte's study of metro Denver culture measures the economic and social contributions of cultural and scientific organizations and explains cultural operations in business terms. Part of the survey tool quantifies economic impact, which differs somewhat from "economic activity."

"Economic impact" is a term of art for economists, one referring specifically to new money introduced into an economy from outside of the region. CBCA and Deloitte's study measures the seven-county metro Denver region, so for our purposes, economic impact comprises funds spent by people or entities from outside of the metro area. For example, a Jefferson County resident purchasing tickets for a Colorado Symphony Orchestra performance is feeding economic activity, while a California resident buying tickets for the same performance is creating economic impact.

Both economic activity and economic impact reap valuable social and economic benefits for the community, and both measurements are useful in helping a business audience understand the contributions of cultural and scientific organizations.

In 2003, metro Denver's cultural and scientific organizations generated \$1.3 billion in total economic activity, of which \$497 million is true economic impact. This true economic impact comes from cultural tourism (\$403 million), capital expenditures (\$84 million), and federal government grant funds (\$10 million) from outside the metro area. Clearly, the continued support and expansion of culture in its many forms drives new dollars to the metro Denver region.

## **Economic Resiliency**

Jumps in attendance and increases in volunteer hours served speak to the ingenuity of cultural and scientific organizations in maintaining relevance to the community in challenging economic times.

Cultural and scientific organizations provided 765,000 reduced rate admissions, and free admissions rose to 5.8 million in 2003, engaging more people in culture by removing financial barriers to participation.

Business people took advantage of the skill-building, leadership development, and networking opportunities afforded by volunteer positions with cultural and scientific organizations. Cultural groups enjoyed the participation of 41,000 volunteers in 2003.

Cultural and scientific organizations kept up outreach activities in 2003. A major donor to public education, the cultural industry offered 2.3 million outreach opportunities to schools across the metro Denver area.

While donated income from individuals, businesses, foundations, and government accounts for a significant percentage of cultural organization revenues, more than 50% of cultural industry revenues were from earned income in 2003.

### **A Benchmark Study**

From our 15-year history of quantifying the economic and social activity of arts and culture in metro Denver, CBCA and Deloitte know that our bi-annual study has played an important role in communicating the value of cultural and scientific organizations to businesses, foundations, media, and the public at large.

The 2004 study has special significance. It captures the population of recipients of Scientific and Cultural Facilities District (SCFD) funding better than ever before – a 93% response rate captures 96% of SCFD funds distributed.

Also, for the first time, CBCA and Deloitte have measured the economic impact of culture in real economic terms, i.e., what **new** money is being brought into the metro Denver region as a result of cultural and scientific organizations. By presenting the study findings using the most correct economic methods, CBCA and Deloitte increase the study's relevance to a broader audience and improve the accuracy of our conclusions.

For these reasons, CBCA and Deloitte's 2004 study of metro Denver culture is ideally suited to serve as a benchmark study. Future study findings can be compared with real validity to 2003 figures on economic activity and impact, attendance, volunteer hours, and other key indicators.

### **The Bottom Line**

The 2004 Study of Metro Denver Culture conveys the world of culture in the language of business. By quantifying cultural and scientific organizations as an industry, CBCA and Deloitte raise awareness in the business community of the sales, jobs, and income the cultural community generates. For cultural and scientific organizations, the survey and study heighten awareness of how they are perceived through the eyes of the business community. Overall, the study illustrates how the combination of the two elements, business and culture, produces a sum greater than the two component parts.

### **Organizations Surveyed**

CBCA and Deloitte's study surveys organizations that receive funding from the Scientific and Cultural Facilities District (SCFD), voter-approved funding for cultural and scientific organizations located within the seven-county metro Denver area. Via a 0.01% sales tax (one penny on every ten dollars), the SCFD funds more than 300 cultural and scientific institutions in Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties.

SCFD organizations that responded to surveys accounted for 96% of the \$35 million SCFD distributed in 2003. Data reported are from fiscal year 2003. The data in this study reflect the activity of survey respondents only.

The purpose of the study is to broaden awareness of culture's effect on the economy and the community. This is the sixth study of SCFD organizations conducted by CBCA and Deloitte (1992, 1995, 1997, 1999, 2001, 2003).

Many patrons of culture, including visitors from outside of the metro Denver region, attend cultural activities like Cirque de Soleil, the Newman Center for the Performing Arts, and Red Rocks Amphitheatre, which are not SCFD organizations and thus are not captured in CBCA and Deloitte's study. Like nonprofit SCFD organizations, however, these other cultural activities also generate economic activity through operating and capital expenditures, as well as audience event-related spending. An analysis incorporating these other entities would achieve higher totals for culture-related economic activity.

### **Art Is Everybody's Business**

The role culture plays in community is essential to business prosperity and overall quality of life, and business involvement is a critical factor in the success of cultural and scientific organizations. CBCA, an alliance of 140 businesses that recognize the long-term value of culture to business, works year-round to discover, share, and promote the

synergies of business and culture. Active in business-arts programming, research, and advocacy, CBCA serves as a liaison between the business and arts communities. Find out more about CBCA's activities at [www.cbca.org](http://www.cbca.org).

## **Acknowledgements**

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## **Sources**

### <sup>i</sup> Total Direct & Indirect Economic Activity

Deloitte Consulting analysis of SCFD survey responses. RIMS multipliers provided by the Colorado Department of Local Affairs.

### <sup>ii</sup> Largest Private-Sector Employers

Denver Area: Top 25 Book of Lists, Vol. 55, No. 22, December 2003, The Denver Business Journal. Statewide: The Denver Post Top 100 Employers, May 11, 2003, The Denver Post.

### <sup>iii</sup> Creative Industries Study, June 2004, Americans for the Arts

### <sup>iv</sup> Attendance Figures

Colorado Ski Country USA 2002-2003 Season

Front Range Destination & Front Range Resorts: Arapahoe Basin, Beaver Creek, Breckenridge, Copper, Eldora, Keystone, Loveland, Ski Cooper, SolVista, Vail, and Winter Park. Home game attendance for the 2002-2003 season of Avalanche, Broncos, Mammoth, Nuggets, Rapids, and Rockies.

### <sup>v</sup> State Population Figures: U.S. Census Bureau.

### <sup>vi</sup> Denver Area Population Figures: Metro Denver Economic Development Corporation

## I. Guión – Resumen General

### *Los Dividendos de la Cultura*

#### **Introducción**

Históricamente, la decisión de apoyar las actividades culturales se ha derivado de la apreciación de la cultura. Las ramificaciones económicas rara vez se han tomado en consideración.

Hoy en día, los cambiantes climas políticos, sociales y económicos exigen que se reexamine el papel que las entidades culturales representan en la sociedad. ¿Los hallazgos? Que las inversiones en la cultura pagan buenos dividendos a los negocios, a la economía, a nuestra comunidad y en la calidad de nuestras vidas.

Además de ofrecer experiencias enriquecedoras y entretenimiento a los asistentes a los eventos culturales, los organismos culturales contribuyen cada día más a la salud global de la economía. Los organismos culturales:

- generan empleos
- proporcionan las instalaciones necesarias para atraer al turismo y a nuevos negocios
- sirven como catalizadoras para el crecimiento y desarrollo de otros sectores económicos

Con el objeto de traducir las operaciones culturales de Denver a términos comerciales, la firma CBCA y Deloitte Consulting, LLP publica un estudio bianual sobre la actividad económica que genera la cultura en el área metropolitana de Denver.

#### **Los rendimientos de la inversión en la cultura**

La región metropolitana de Denver compuesta por Adams, Arapahoe, Broomfield, Boulder, Denver, Douglas y Jefferson alberga a más de 300 organismos culturales sin fines de lucro. La diversidad de estos organismos, tanto en su tamaño como en su misión, representa a la cultura en muchas formas, desde las artes interpretativas y las bellas artes, hasta la ciencia y la historia.

En términos generales, los organismos culturales alimentan la economía a través de sus gastos en:

- salarios
- construcción
- equipo
- y el gasto generado por el público asistente a los eventos culturales en restaurantes, hoteles, transportación y cuidado de menores

Los resultados del estudio muestran una considerable influencia económica en nuestra comunidad cultural. Con una aportación de los contribuyentes de Denver en el año 2003 que ascendió a \$35 millones, la industria de la cultura obtuvo un considerable rendimiento por la inversión de 14:1, atrayendo una infusión significativa de nuevas inversiones a la región.



## El comercio y la cultura

Conjuntamente, los organismos culturales de Denver generaron \$1.311 mil millones de dólares en actividades económicas en el año 2003, atrayendo \$497 millones en *nuevos* ingresos a la economía de Denver.

**[Gráfica 2: Los \$1.311 mil millones en actividades económicas culturales consisten en \$655 millones de gastos directos e indirectos de los organismos culturales en inversiones de capital (por ejemplo, construcción, remodelación, etc.) y gastos de operación (por ejemplo, salarios, alquileres, servicios públicos, etc.), así como \$656 millones que corresponden a los gastos derivados de los eventos culturales, por parte del público que asiste a las actividades culturales (por ejemplo, restaurantes, hoteles, transportación, cuidado de menores, etc.).**

Una industria cultural sólida es un componente importante de la vitalidad económica del área metropolitana de Denver.

- Esta industria millonaria ocupa el sexto lugar en la lista de los empleadores no-gubernamentales más grandes de la región metropolitana de Denver y el séptimo en el estado. [fuente]
- Los organismos culturales desembolsaron \$86 millones de dólares en salarios a 9,450 empleados y pagaron casi \$14 millones en impuestos de nómina, de taquilla y de venta.
- La cultura en el área metropolitana de Denver atrajo a 2.78 millones de visitantes de otras regiones, con lo que se generó un flujo de \$327 millones a la economía.

## Un negocio en crecimiento

Una vibrante industria cultural no sólo promueve una buena atmósfera para los negocios, sino que también promueve a los negocios directamente.

- Las artes y la cultura proporcionan mano de obra altamente calificada que alimenta a otras industrias, tales como los negocios creativos (por ejemplo, diseño, publicaciones, producción fílmica, etc.) a lo largo del Front Range de Colorado, cuya densidad en las industrias creativas ocupa el cuarto lugar entre las grandes áreas metropolitanas de los Estados Unidos. [fuente]
- Miles de negocios buscan las experiencias culturales para fomentar la creatividad, el aprendizaje y la iniciativa de sus empleados, aún cuando sus operaciones no se relacionen con la actividad cultural.
- La cultura también atrae a visitantes locales y foráneos a hoteles, tiendas y restaurantes.

## El valor agregado

Menos mensurables pero no menos importantes son las obvias contribuciones de la cultura a la rica calidad de vida de nuestra región. Los residentes de Colorado y nuestros visitantes buscan una gran variedad de actividades recreativas además de la cultura: eventos deportivos, actividades al aire libre y otros pasatiempos. En el año 2003, la asistencia combinada a los eventos deportivos, los desarrollos turísticos de esquí del Front Range y las actividades culturales de Denver fue de casi 23 millones de personas. Cerca de la mitad de estas visitas – más de 11 millones – fueron a actividades culturales. Esto es más del doble de la población del estado.

**[Gráfica 3: Eventos deportivos profesionales en Denver - 4.6 millones de personas, Desarrollos turísticos de esquí en el Front Range - 7.93 millones de personas, y 11,317,516 personas asistieron a actividades culturales en el área de Denver.]**

Además, al ayudar a hacer de nuestra región un lugar deseable para vivir y trabajar, la cultura proporciona a los negocios de Denver un margen competitivo en el reclutamiento y retención de empleados de alto nivel.

## La construcción de instalaciones culturales en la comunidad

Las artes y la cultura también fomentan el crecimiento y el desarrollo en nuestras ciudades y comunidades. En el área metropolitana de Denver, varias instalaciones culturales nuevas se encuentran en la etapa de construcción, y muchas más han sido renovadas o restauradas en años recientes. [Imágenes de la remodelación del Auditorium Theatre, la construcción de DAM, y los planos de MCA] La inversión de capital de los organismos culturales en el año 2003 fue superior a los \$37 millones de dólares.

Asimismo, la cultura contribuye al crecimiento de la comunidad de manera menos tangible. Las muchas formas de la cultura –las artes, la historia, la ciencia– conectan a nuestra comunidad. La cultura revela terrenos comunes e identidades compartidas y, a través de la cultura, los miembros de la comunidad crecen con el entendimiento y la apreciación de diversas experiencias. Para estimular, inspirar y transformar o, en pocas palabras, para vivir experiencias que cuentan, la gente se vuelve hacia la cultura.

La asistencia a los eventos culturales ascendió a 11 millones en 2003, lo que indica el amplio apoyo del público a la cultura en el área metropolitana de Denver.

- Más de 4.7 millones de personas pagaron cuotas de admisión para asistir a una actividad cultural en 2003. La población total de Denver es de sólo 2.6 millones de personas.
- Casi un millón de personas se inscribieron en cursos educativos impartidos en organizaciones culturales, y más de 41,000 voluntarios aportaron un total de 1.9 millones de horas a sus instituciones culturales favoritas.

### **Resistencia económica (barra lateral)**

Los organismos culturales sin fines de lucro enfrentan muchos de los mismos retos que enfrentan los demás negocios durante tiempos económicos difíciles. Sin embargo, en el año 2003 los organismos culturales lograron prosperar y retribuir a la comunidad.

El aumento del público asistente a eventos culturales y el incremento en las horas de voluntariado demostraron que los organismos culturales tienen la capacidad de mantener su relevancia para la comunidad, aún dentro de una economía en recesión.

- En 2003 los organismos culturales proporcionaron 765,000 cuotas de admisión a precio reducido y elevaron las admisiones gratuitas a 5.8 millones (en comparación con 3.9 millones en 2001), facilitando así la participación de un mayor número de personas en las artes y la cultura al eliminar la barrera económica.
- Las empresas aprovecharon las oportunidades para desarrollar nuevas destrezas, la capacidad de liderazgo y las conexiones que ofrecen los diferentes puestos de trabajo voluntario en las organizaciones culturales. Los grupos culturales contaron con la participación de 41,000 voluntarios, en comparación con 29,000 en 2001.

Los organismos culturales mantuvieron sus actividades y presencia en la comunidad durante el año 2003. La industria de la cultura hace grandes aportaciones a la educación pública, y ha ofrecido 2.3 millones de oportunidades de acceso a las escuelas públicas de toda el área metropolitana de Denver.

Aunque los donativos de individuos, negocios, fundaciones e instituciones del gobierno representan un porcentaje significativo de los ingresos de los organismos culturales, en el año 2003 más del 50% de los ingresos de la industria de la cultura provino de ganancias propias.

### **El impacto económico real (resaltado)**

El estudio de CBCA y Deloitte sobre la cultura en el área metropolitana de Denver mide las contribuciones económicas y sociales de los organismos culturales en términos comerciales. Parte de la herramienta estadística cuantifica el impacto económico, el cual difiere hasta cierto punto de la “actividad económica.”

“Impacto económico” es un término especializado de los economistas, el cual se refiere específicamente al nuevo dinero introducido en una economía desde el exterior de la región. El estudio de CBCA y Deloitte mide la región metropolitana de Denver integrada por siete condados, de manera que para nuestros fines, el impacto económico comprende los fondos gastados por personas o entidades provenientes del exterior del área metropolitana. Por ejemplo, un residente del Condado de Jefferson que adquiere boletos para un concierto de la Orquesta Sinfónica de Colorado está alimentando la actividad económica, mientras que un residente de California que adquiere boletos para el mismo concierto está alimentando el impacto económico.

Tanto la actividad económica como el impacto económico demuestran valiosos beneficios sociales y económicos para la comunidad, y ambos valores son útiles para ayudar a entender las contribuciones de los organismos culturales.

**[Gráfica 1: Pie de \$1.311 mil millones, el impacto de \$496.9 millones, con el impacto desglosado en turismo cultural (\$403.19 millones), inversiones de capital (\$84.12 millones), y fondos y financiamiento del gobierno federal (\$9.59 millones)]**

En 2003, los organismos culturales del área metropolitana de Denver generaron un total de \$1.311 mil millones en términos de actividad económica, de los cuales \$497 millones representan el verdadero impacto económico. Este verdadero impacto económico está compuesto por el turismo cultural (\$403 millones), las inversiones de capital (\$84 millones) y los fondos del gobierno federal (\$9.6 millones) que provienen del exterior del área metropolitana. Está claro

que el apoyo continuo y la expansión de la cultura en sus diversas formas atraen nuevas inversiones a la región metropolitana de Denver.

### **Un estudio de referencia (barra lateral)**

Con la experiencia de 15 años cuantificando las actividades económicas y sociales de las artes y la cultura en Denver, CBCA y Deloitte sabe que el estudio bianual ha representado un papel importante para comunicar el valor de los organismos culturales a los negocios, las fundaciones, los medios de comunicación y el público en general.

El estudio de 2004 tiene un significado especial.

- Captura a la población de receptores del financiamiento para el Distrito de Instalaciones Científicas y Culturales (SCFD por sus siglas en inglés) mejor que nunca, con una tasa de respuesta del 93% que captura el 96% de los fondos del SCFD.
- Además, por primera vez, CBCA y Deloitte han medido el impacto económico de la cultura en términos económicos reales; es decir, el dinero **nuevo** que entra a la región metropolitana de Denver como resultado de las organizaciones culturales. Al representar los resultados del estudio utilizando los métodos económicos más correctos, CBCA y Deloitte han incrementado la relevancia del estudio para un público aún mayor y han mejorado la precisión de sus conclusiones.

Los resultados de futuros estudios se podrán comparar con validez real contra las cifras del 2004 respecto a la actividad económica, el impacto económico, las cifras de asistencia, las horas de voluntariado, y otros indicadores clave.

### **Conclusiones**

El Estudio sobre la cultura en el área metropolitana de Denver de 2004 representa el mundo de la cultura en el lenguaje de los negocios. Al cuantificar los organismos científicos y artísticos como una industria, el estudio de CBCA y Deloitte eleva la conciencia dentro de la comunidad de negocios respecto a las ventas, los empleos y los ingresos que genera la comunidad cultural. Para los organismos culturales, el estudio eleva el nivel de conciencia sobre la forma en la que la comunidad de negocios los percibe. En términos generales, el estudio ilustra la forma en la que la combinación de los dos elementos, negocios y cultura, da un resultado mayor a la suma de las dos partes componentes.

### **Nota sobre las actividades culturales medidas en este estudio:**

El estudio de la actividad económica de CBCA analizó los organismos que reciben fondos del Distrito de instalaciones científicas y culturales (SCFD), fondos aprobados por los votantes para los organismos culturales ubicados dentro del área metropolitana de siete condados de Denver. Por medio de un impuesto a las ventas del 0.01% (un centavo por cada diez dólares), el SCFD provee fondos para más de 300 instituciones culturales en los condados de Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas y Jefferson.

Los organismos del SCFD que respondieron al estudio representan el 96% de los \$35 millones distribuidos por el SCFD en 2003. La información reportada corresponde al año fiscal 2003. La información del estudio refleja únicamente la actividad de quienes respondieron al estudio.

Muchos de los asistentes a actividades culturales, incluyendo a los visitantes que vienen del exterior de la región metropolitana de Denver, asistieron a eventos culturales tales como Cirque de Soleil, el Centro Newman para las artes interpretativas y el Anfiteatro Red Socks; éstos no son organismos de SCFD y, por lo tanto, no se han incluido en el estudio de CBCA. Sin embargo, al igual que los organismos sin fines de lucro, estos otros eventos culturales también generan gastos de operación e inversiones de capital, así como gastos relacionados con el público. Un análisis que incorpore estas otras entidades habría arrojado cifras aún mayores de actividad económica cultural.

### **Objetivo**

Este estudio proporciona un panorama general de la industria de la cultura al cuantificar y describir la actividad económica y social de los organismos SCFD. El objetivo del estudio es ampliar la conciencia sobre el efecto de la cultura en la economía y la comunidad. Este es el sexto estudio de los organismos de SCFD que lleva a cabo CBCA y Deloitte Consulting (1992, 1995, 1997, 1999, 2001, 2003).

### **El arte es buen negocio para todos (cubierta posterior)**

El papel que la cultura representa en la comunidad es esencial para la prosperidad de los negocios y en la calidad de la vida en general, y la participación de los negocios es un factor determinante en el éxito de las organizaciones culturales.

CBCA es una alianza de 140 negocios que reconoce el valor que aporta la cultura a los negocios, a largo plazo. Esta organización trabaja todo el año para descubrir, compartir y promover la sinergia de los negocios y la cultura. Siempre activa en la programación, investigación y apoyo de los negocios y las artes, CBCA sirve como enlace entre las dos comunidades. Para mayor información sobre las actividades de CBCA, visite [www.cbca.org](http://www.cbca.org).

### **Reconocimientos (cubierta posterior)**

El Comité de negocios para las artes de Colorado concluyó este estudio con el generoso apoyo de Deloitte Consulting LLP y el apoyo adicional del U.S. Bank y la Cámara de comercio del área metropolitana de Denver. Para obtener una copia del informe completo, por favor comuníquese con CBCA.

### **Gráficas**

- La suma de \$1.311 mil millones correspondiente a la actividad económica derivada de la cultura consiste en \$655 millones en gastos directos e indirectos de los organismos culturales en inversiones de capital (por ejemplo, construcción, remodelación) y gastos de operación (por ejemplo, salarios, renta y servicios públicos), así como \$656 millones en los gastos relacionados con los eventos que realiza el público asistente a las actividades culturales (por ejemplo, restaurantes, hoteles, transportación, cuidado de menores)
- Eventos deportivos profesionales de Denver - 4.6 millones de personas, 7.93 millones de personas – Desarrollos turísticos de esquí del Front Range, y 11,317,516 personas asistieron a actividades culturales celebradas en el área de Denver.
- *Pie* de \$1.311 mil millones, impacto de \$496.9 millones, con impacto desglosado en turismo cultural (\$403.19 millones), inversiones de capital (\$84.12 millones) y fondos del gobierno federal (\$9.59 millones)

## II. INTRODUCTION

“Building a creative community — why is that important for Denver? Denver needs to be viewed as a place that is at the cutting edge of arts and culture if it’s going to appeal to members of the creative class. Competition today is about who can offer the most to attract the creative people and who can ensure that its own population has the greatest potential to be creative. That’s the real onus of competition. In order to do that, investments in art and culture are extremely important.”

Richard Florida, economics professor, Carnegie Mellon University  
Author, *The Rise of the Creative Class*

Historically, the decision to support cultural activity stemmed from an appreciation of culture. The economic ramifications were rarely considered. Today, changing political, social, and economic climates are informing a re-examination of the role of cultural entities in society. The findings? Investments in culture pay handsome dividends to business, the economy, community, and quality of life.

In addition to offering enlightening and entertaining experiences to patrons, cultural and scientific organizations increasingly contribute to the overall health of our economy. Cultural and scientific organizations provide employment, offer the amenities needed to attract tourism and new business, and serve as a catalyst for growth and redevelopment of other economic sectors.

CBCA and Deloitte Consulting, LLP publish the bi-annual study of economic activity generated by metro Denver culture to translate culture’s operations into business terms. By quantifying cultural and scientific organizations as an industry, the study increases awareness in the business community of the sales, jobs, and income the cultural community generates. For cultural and scientific organizations, the survey and study heighten awareness of how they are perceived through the eyes of the business community. Overall, the study illustrates how the combination of the two elements, business and culture, produces a sum greater than the two component parts.

### Acknowledgments

Colorado Business Committee for the Arts (CBCA) and Deloitte Consulting, supported by the Denver Metro Chamber of Commerce and U.S. Bank, collaborated to create an objective study of culture in metro Denver. Print materials were designed by Art & Anthropology and printed by A.B. Hirschfeld Press, Inc. The CD-Rom tool was designed by Josh Bergman, with additional support provided by Peak Creative Media. Media activities were supported by Suter Communications.

### Purpose and Goals

The Colorado Business Committee for the Arts (CBCA), an organization of businesses whose goal is to educate, motivate, and recognize business support for culture in Colorado, conceived the economic activity study as part of its ongoing mission to foster a better understanding of the significant economic role of culture. Also, as part of a national network of business committees for the arts, CBCA recognized the national interest in the Scientific and Cultural Facilities District (SCFD), metro Denver’s unique cultural sales tax. This economic activity study was designed to address the following:

- Provide an overview of the size, types and diversity of the cultural community in metro Denver.
- Inform the business and political communities of the identifiable benefits of the cultural community that go beyond their traditional intrinsic value.
- Analyze the symbiotic partnership between the cultural and business communities by quantifying the cultural community as an industry.

- Provide information to the cultural community about its role in the metropolitan economy and how the cultural community is perceived by the business community.

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## Survey Overview

To narrow the definition of the “cultural organizations” to a manageable and realistic size, the known and accepted definition of the Scientific and Cultural Facilities District (SCFD) was used for the survey population. Established in 1987 by a vote in the state legislature and ratified by the electorate in 1988, the SCFD encompasses all or part of each metropolitan county of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson. The SCFD’s definition of a cultural or scientific facility includes any nonprofit or local government agency whose primary purpose is the advancement or preservation of art, music, theatre, dance, zoology, botany, natural history, and cultural history. (and that does not receive state funding)

SCFD organizations that received funding to supplement their 2003 operating and capital budgets were asked to complete surveys as part of their reporting requirements for usage of SCFD funds (Appendix A). The survey was designed by Deloitte Consulting, LLP and the Colorado Business Committee for the Arts to collect the following relevant information for fiscal year 2003:

- Organization Type
- Operating Income and Expense, and Capital Expenditures from 2003
- Attendance
- Seat and Sales Taxes
- Board, Volunteer, Staff and Cultural Workers
- Education and Outreach
- Community Participation and Integration
- Impact of the Scientific and Cultural Facilities District

The survey data collection was completed in July 2004. The information was then tabulated and analyzed by Deloitte Consulting.

## Survey Respondents

Out of 280 organizations surveyed, 261 or 93% responded. Survey respondents accounted for 96% of the \$35 million in SCFD funds distributed in 2003. Respondents came from all types of organizations, and all seven metropolitan counties. The survey responses came from organizations in all revenue categories. Organizations with incomes of \$250,000 or less accounted for 73% of responses. Organizations with revenues of \$250,000 to \$1 million made up 16% of responses, and organizations with revenues over \$1 million comprised 11% of responses.

As a result of limiting the survey to SCFD-funded organizations, some large nonprofit cultural and scientific organizations were omitted. Some of the larger organizations not included in the survey because they do not meet the legislated SCFD criteria and therefore do not receive funding include Colorado History Museum, KBDI—Channel 12, KRMA—Channel 6, and Newman Center for the Performing Arts. The SCFD definition was strictly adhered to because it is an accepted and known population of cultural and scientific organizations in metro Denver.

### III. SUMMARY OF SCIENTIFIC AND CULTURAL FACILITIES DISTRICT ORGANIZATIONS' RESULTS OF OPERATIONS

#### Survey Findings

The following section provides a brief financial overview of the industry surveyed. Cultural and scientific organizations reported the following information for the 2003 fiscal year:

- The total operating revenue for cultural and scientific organizations was approximately \$214 million.
- Cultural and scientific organizations earned approximately \$116 million or 54% of total revenue. The remaining \$98 million or 46% was contributed by individuals, foundations, corporations, and government, including the SCFD.
- Cultural and scientific organizations employed 9,450 people with a payroll of \$86 million.
- The total operating expenditures of cultural and scientific organizations was approximately \$210 million.
- The total number of organizations with surplus revenues was 166 or 64%.
- Ninety organizations or 34% had a deficit.
- The total amount of deficits was \$4.5 million.

## IV. ECONOMIC ACTIVITY

### Summary

Operating and capital expenditures of cultural and scientific institutions, combined with audience event-related expenditures, are the three components of the economic activity determined in this study. This activity is quantified by three separate economic indicators: sales, earnings, and employment. Sales result in additional expenditures, which in turn generate the employment and earnings effects. It is estimated that for 2003, metro Denver cultural and scientific institutions created total economic activity of \$1.3 billion.

Said most of this stuff in the prior section...is there something new for this page?

- In 2003, cultural and scientific organizations employed 9,450 people.
- These jobs create payroll for employees. In 2003, the direct earnings (payroll) for the employees of cultural and scientific organizations totaled \$86 million.
- Cultural and scientific institutions paid \$13.7 million in taxes to the local, state, and federal governments.

### True Economic Impact – New Money

Part of CBCA and Deloitte's survey tool quantifies economic impact, which differs somewhat from "economic activity." "Economic impact" is a term of art for economists, one referring specifically to new money introduced into an economy from outside of the region. CBCA and Deloitte's study measures the seven-county metro Denver region, so for the purposes of the study, economic impact comprises funds spent by people or entities from outside of the metro area. For example, a Jefferson County resident purchasing tickets for a Colorado Symphony Orchestra performance is feeding economic activity, while a California resident buying tickets for the same performance is creating economic impact. Economic impact is calculated in the same manner as economic activity.

Both economic activity and economic impact reap valuable social and economic benefits for the community, and both measurements are useful in helping a business audience understand the contributions of cultural and scientific organizations. In addition to the sales, earnings, and jobs provided by these institutions, cultural and scientific organizations act as economic generators by attracting new funds to the economy and by retaining and encouraging spending in the metropolitan region.

- Exhibitions and performances in the Denver area attract visitors from outside the metropolitan region, and the spending associated with these visits represents additional resources in the form of new money entering the metropolitan economy.
- The purchase of new equipment, the construction of new facilities, and the remodeling of existing facilities all contribute to the economic impact generated by the cultural industry through capital expenditures funded by bonds purchased from outside the local economy.
- Federal government grants to cultural and scientific organizations also infuse new dollars into the region's economy.

Of the \$1.3 billion in total economic activity generated by metro Denver's cultural and scientific organizations, a total of \$497 million is true economic impact. This true economic impact comes from cultural tourism (\$403 million), capital expenditures (\$84 million), and federal government grant funds (\$10 million) from outside the metro area. Clearly, the continued support and expansion of culture in its many forms drives new dollars to the metro Denver region.

### Other Economic Benefits

CBCA and Deloitte's study of metro Denver culture translates the operations of cultural and scientific organizations into the language of business. Additional insights about the economic contributions of cultural and scientific organizations complement the traditional artistic and intrinsic value normally considered when studying these organizations.



While not quantified in this study, economic theory and evidence from the survey support the following:

- The quality of cultural and scientific organizations in metro Denver allows the citizens of the region to enjoy top quality performances and exhibitions in Denver. To the extent that these people do not travel and spend money outside the region to see superior performances and exhibitions, spending associated with these events represents money retained in the regional economy.
- The money saved by the individual who no longer finds it necessary to leave the region to see a performance or exhibition can also now be spent in the metropolitan region.
- A strong cultural infrastructure is an important factor in recruiting and retaining highly skilled employees, particularly those who are well educated, affluent, and who work in professional managerial jobs.

## Calculating Economic Activity

The economic activity of metro Denver cultural and scientific organizations is determined by adding the direct and indirect expenditures of responding organizations together with the direct and indirect expenditures of their patrons.

Direct economic activity is calculated by combining the operating and capital expenditures of cultural and scientific organizations. Added to this are the dollars spent by patrons when attending a cultural event, i.e., audience event-related spending. The total equals the direct economic activity.

Indirect expenditures are determined through the application of RIMS (**R**egional **I**nput-Output **M**odeling **S**ystem) multipliers to the direct expenditures. RIMS multipliers are used to estimate the effect of one industry on another or on the entire economy of a particular region. The multipliers have been determined by the U.S. Bureau of Economic Analysis. To measure the indirect economic activity, multipliers are applied to both the operating and capital expenditures of organizations and to audience event-related spending.

For the 2003 study, RIMS multipliers are based on information prepared by the Colorado Division of Local Government in 1999. For the operating expenditure multiplier in the 2003 study, an index has been created that uses multipliers from two industry categories: “Theatrical Producers, Bands, and Entertainers” and “Other Membership Organizations.” “Other Membership Organizations” includes organizations such as museums and botanical and zoological gardens.

The capital expenditure multiplier in the 2003 study uses the industry category “Office, Commercial, and Industrial Buildings.”

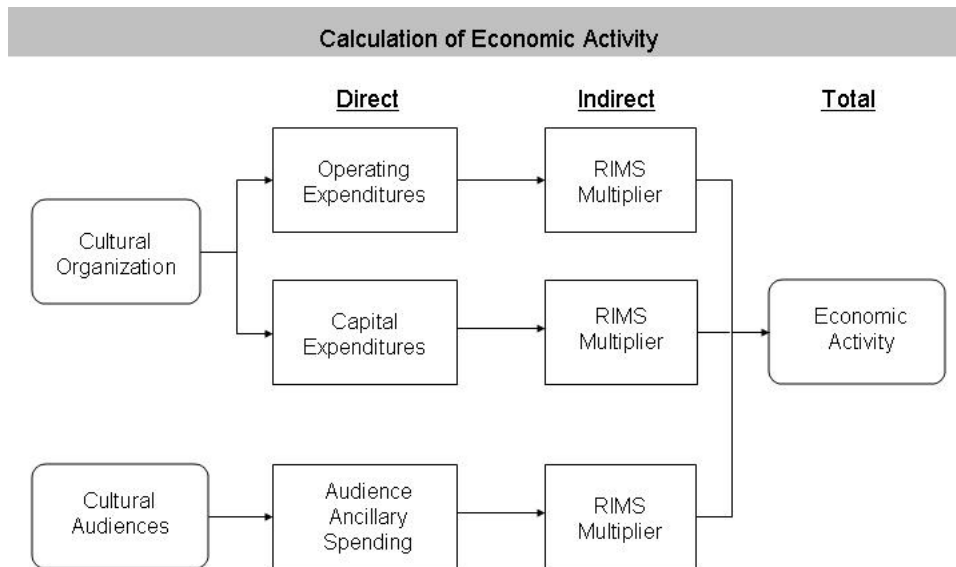
Audience event-related economic activity captures the money spent by patrons of responding cultural and scientific organizations. There are numerous categories that comprise audience event-related spending. They are:

▪ Food and Drink	▪ Childcare
▪ Gasoline	▪ Lodging
▪ Public Transportation	▪ Retail Sales
▪ Parking	▪ Other

Average spending per person in all of the above categories has been determined through various studies of consumer spending in metro Denver and other similar markets. Average spending per person is multiplied by total attendance at responding cultural and scientific organizations. The result of this calculation is the direct audience event-related expenditures. RIMS multipliers that correspond to the audience ancillary categories above are applied to the direct audience event-related expenditures. The result of this calculation is the indirect audience event-related spending.

Total economic activity is the result of the indirect and direct expenditures in the categories of operating, capital, and audience ancillary spending.

**Figure IV-1** illustrates how the RIMS multiplier is used to calculate the final economic activity of scientific and cultural organizations. The economic activity model assumes an equivalent dollar expenditure for every dollar of revenue.



**Figure IV-1**

## Direct Sales Activity

In 2003, the direct economic sales activity totaled approximately \$552 million. The contribution of each expenditure component is listed in **Figure IV-2**.

Direct Sales Activity 2003 (Millions)	
Expenditure	Activity
Operating (Including Surplus)	\$214
Capital	37
Audience Event-related	301
<b>Total</b>	<b>\$552</b>

Source: Deloitte Consulting LLP/CBCA

**Figure IV-2**

## Operating Expenditures

Spending by cultural and scientific organizations generates economic activity. Operating expenditures such as labor, rent, and utilities form the first component of direct economic activity. To calculate operating expenditures, the RIMS model starts with the total revenue collected by the survey. The RIMS model assumes a certain level of expenditure for every dollar of revenue. These expenditures, in time, generate sales, employment, and earnings in the industries in which these purchases were made. The model translates the revenue into operating expenditures and measures the effect of the spending on sales, earnings, and employment.

## Capital Expenditures

As organizations acquire assets and improve or construct facilities, additional economic activity occurs. Because construction and asset acquisition are a different type of spending, the RIMS model uses different multipliers for these expenditures. Using the data gathered in the survey, the RIMS model is used to calculate the effect of capital expenditures on sales, earnings, and employment.

## Audience Event-related Expenditures

When people attend a cultural exhibition or performance, they spend money on non-ticket items such as food, lodging, and transportation. As part of an economic activity study, audience event-related spending quantifies all the non-ticket costs associated with attending a cultural event. Unlike operating and capital expenditures, event-related spending was not captured in the survey. In order to accurately reflect the total economic activity, audience event-related spending has been estimated and added to operating and capital expenditures. Denver's estimated per person event-related spending is \$18.37 for attendees from the Metro Denver region. For those attendees from outside the region, estimated ancillary spending is \$78.90. Total direct ancillary spending from the 11.3 million attendees was \$301 million in 2003.

The ancillary spending figure for out of region attendees was obtained from an economic activity study conducted by BBC Research and Consulting for the Denver Art Museum.

## Multiplier

The multipliers measure two important effects of direct spending in the regional economy:

- Additional sales or indirect activity created by each dollar of direct spending
- The direct and indirect effect on earnings and employment

As a composite figure, each multiplier takes into account numerous variables about how the initial spending by an industry creates subsequent effects on other related industries. The primary indicator of the effects on other related industries is the additional sales the initial spending creates. As sales grow, both the employment and earnings effects also grow. The multipliers used in this study were prepared by the U.S. Bureau of Economic Analysis and supplied by the Colorado Department of Local Affairs, Division of Local Government.

This study used multipliers for the RIMS categories in the Denver metropolitan region as indicated in **Figure IV-3**.

**Figure IV-4** calculates the 2003 sales activity of the 261 reporting cultural and scientific organizations. The sales activity is the primary economic indicator of the RIMS multiplier. It measures the sales generated by cultural and scientific institutions in regional industries. For example, the \$37 million spent on capital expenditures by cultural and scientific organizations represents direct sales for the construction industry. The construction industry then purchases labor and materials creating additional sales for related industries. The sales impact measures both the direct \$37 million impact and the \$47 million indirect impact.

While operating expenditures remain relatively steady, capital expenditures fluctuate widely based on current projects and as such, have a varying influence on the economy. Therefore, it is prudent to view the 2003 figures on capital expenditures as a snapshot of economic activity dependent on current capital projects.

RIMS Categories		
<i>Impact Measured</i>	<i>SIC Code</i>	<i>Multiplier Title</i>
Operating Expenditures	760201	Theatrical Producers, Bands, Entertainers
	770504	Other membership organizations
Capital Expenditures	110800	Office, Commercial, and Industrial Buildings
<i>Audience Ancillary</i>		
Food or Drink	74.00	Eating and Drinking Places
Retail Sales (Shopping)	69.02	Retail Trade
Public Transportation	76.02	Other Amusement & Recreational Services
Gasoline	75.00	Auto Repair and Services
Parking	76.02	Other Amusement & Recreational Services
Childcare	77.07	Child Day Care Services
Lodging	72.01	Hotels and Lodging
Other	76.02	Other Amusement & Recreational Services

Source: US Bureau of Economic Analysis and the Colorado Department of Local Affairs, Division of Local Government  
The SIC Code allows for reference to government publications

Figure IV-3

2003 Calculations of Economic Activity (Millions)				
	<i>Direct Expenditure</i>	<i>Indirect Multipliers</i>	<i>Indirect Expenditure</i>	<i>Total Expenditure</i>
Operating (Inc. Surplus)	\$214	1.67	\$357	\$571
Capital	37	1.27	47	84
Ancillary	301	1.18	355	656
Total Sales Impact	\$552		\$759	\$1,311

Source: RIMS multiplier supplied by the Colorado Department of Local Affairs, Division of Local Government  
Total Sales Calculated from survey

Figure IV-4

## Volunteers

The 261 reporting cultural and scientific organizations relied heavily on volunteers for their staffing needs. The efforts of volunteers often serve as the greatest resource for administrative, technical, and artistic and scientific expertise, especially for smaller organizations. In 2003, more than 41,000 volunteers contributed approximately 1.9 million hours to cultural and scientific organizations throughout the metro Denver area.

## Earnings in Cultural and Scientific Organizations

The 2003 payroll for the 261 reporting cultural and scientific organizations totaled approximately \$86 million.

## Direct Employment Activity

In 2003, the 261 reporting scientific and cultural and scientific organizations employed 9,450 full-time, part-time, and contract positions for the Denver metropolitan region. **Figure IV-5** summarizes the direct employment activity.

<b>Direct Employment Impact</b>	
	<i>Direct</i>
Full Time	1,490
Part Time	2,411
Contract	5,549
<b>Total</b>	<b>9,450</b>

**Source: Deloitte & Touche/CBCA**

Figure IV-5

## Comparison to Regional Employers

If the 261 cultural and scientific institutions were counted as one organization, they would be the sixth largest non-government employer in metro Denver. **Figure IV-6** illustrates the largest private-sector employers in metro Denver.

### Largest Private-Sector Employers – Metro Denver

	Company	Employment
1	Wal-Mart	21,600
2	King Soopers	15,405
3	Qwest Communications	13,200
4	Centura Health	12,362
5	Safeway	11,137
6	Cultural and Scientific Organizations	9,450
7	HCA HealthOne LLC	9,000
8	Lockheed Martin	8,970

Figure IV-6

## OTHER ECONOMIC ACTIVITY

While many measures of the economic activity of cultural and scientific organizations are quantifiable, other economic contributions are intangible. When studying the significance of cultural and scientific organizations, it is important to recognize the full context and ramifications of their effect on the community. The following section describes some of the social contributions of culture's economic activity.

### ***Culture's role in redevelopment***

The presence of cultural and scientific organizations often attracts new businesses to an area and can lead to redevelopment. In metro Denver, culture has been instrumental in the development of Belmar in Lakewood, the Englewood City Center, and Denver's Central Platte Valley, Golden Triangle, Lower Downtown Denver, and Santa Fe Drive Arts District.

### ***Cultural tourism***

Both as a generator of new tourism and a support to conventions and all tourism, cultural and scientific organizations contribute to metro Denver's tourism industry. Tourists from outside the Denver metropolitan area represent an influx of new revenues to the economy.

### ***Influencing decision-making and attracting new industry***

Cultural and scientific organizations contribute to our region's quality of life and help to influence the decision to relocate a business or hold a convention in metro Denver. A strong cultural community contributes to the overall strength of metro Denver's image as an attractive place to live and work.

### ***Building civic pride and national recognition***

Culture's many forms – arts, history and sciences – build community. Cultural assets bring cities acclaim and create civic pride. Metro Denver's cultural and scientific organizations also draw national attention to the region.

## V. ATTENDANCE & EDUCATIONAL OUTREACH

### Number and Types of Admissions

Metro Denver's cultural and scientific organizations provide accessible, high quality artistic and scientific experiences to their visitors. In 2003, 261 cultural and scientific organizations experienced over 11.3 million visits, indicating the public's broad support for culture in metro Denver. Attendance in 2003 was more than twice the state's population.

Attendance from outside of the state of Colorado at cultural venues in 2003 accounted for 1.4 million visitors, or 13% of total attendees.

Members and subscribers consisted of 1.2 million people. Admissions included 4.7 million paid, 5.8 million free, and 765,000 reduced rate. Figure V-1 illustrates the composition of admissions by visitor type. These figures indicate cultural and scientific organizations work to reach varying socio-economic groups of metro Denver

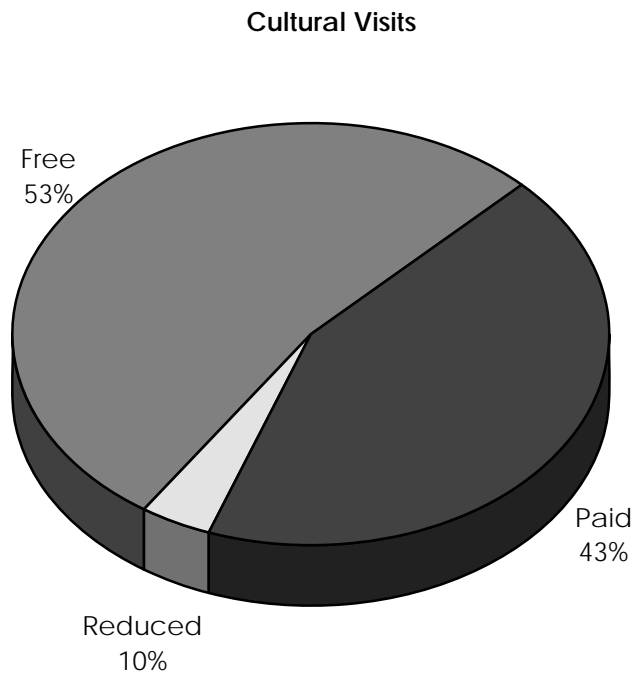


Figure V -1

### Comparison of Cultural Visits to Other Major Events

Cultural and scientific organizations contribute in both diversity and opportunity to metro Denver's public entertainment opportunities. Figure V-2 compares attendance at Denver's public sporting events, Front Range and Front Range Destination Ski Resorts, and the aggregate attendance at cultural and scientific organizations.

## Attendance

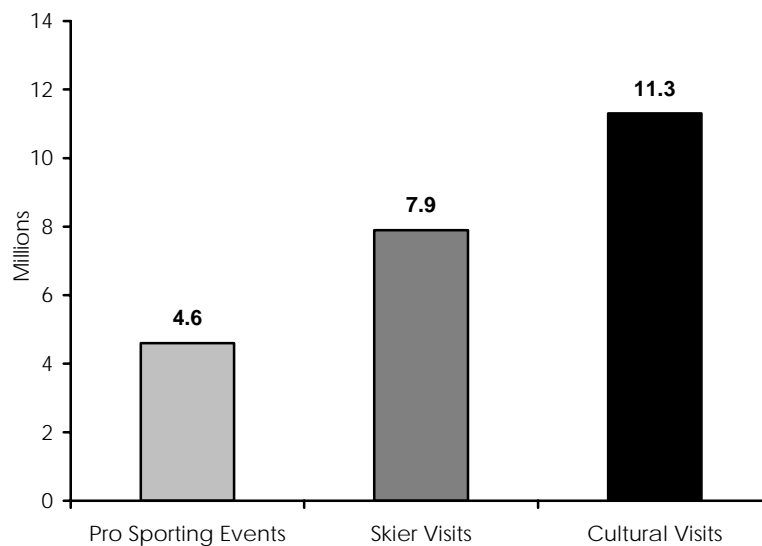


Figure V-2

Sources: Colorado Ski Country USA 2002-2003 Season

Front Range Destination & Front Range Resorts: Arapahoe Basin, Beaver Creek, Breckenridge, Copper, Eldora, Keystone, Loveland, Ski Cooper, SolVista, Vail, and Winter Park. Home game attendance for the 2002-2003 season of Avalanche, Broncos, Mammoth, Nuggets, Rapids, and Rockies.

## Outreach Programs

Inherent in the mission of most cultural and scientific organizations is the goal of reaching out to metro Denver's diverse community. Cultural and scientific organizations offer a wide variety of performances and exhibitions, and also provide free and reduced-price admissions, extending their reach into the community. In addition to making the facilities and performances accessible, cultural and scientific organizations offer programs featuring cultures from around the world. However, some economic, geographic, and cultural barriers do exist. To overcome these obstacles, cultural and scientific organizations have developed programs that target underserved groups.

- **Accessibility for People with Disabilities** – Many organizations offer special programming and assistance for people with disabilities, in addition to complying with ADA regulations.
- **Cooperation with other Organizations** - By collaborating with each other and working with other organizations such as churches, city governments, and community centers, cultural and scientific organizations bring cultural opportunities to the entire community.
- **Alternative/Varied/Multicultural Programming** - Cultural and scientific organizations continually strive to expand their audiences by offering varied performances and opportunities.
- **Targeting Youth and Elderly** - By targeting the youth and elderly, cultural and scientific organizations encourage lifelong appreciation for and involvement in culture. The additional educational benefits to children are also important to the institutions.
- **Reduced Prices/Free Performances** - By eliminating or reducing admission fees, one of the perceived economic barriers to cultural and scientific organizations is reduced or eliminated.
- **Advertising and Location** - Cultural and scientific organizations advertise in alternative and mainstream media sources to reach diverse segments of the population. Through statewide and metro-wide programming, cultural and scientific organizations strive for geographic diversity.



## Educational Programs

A major donor to public education, cultural and scientific organizations provide unique interactive learning experiences that complement the traditional classroom education for children in kindergarten to grade twelve. Education beyond the classroom is also offered through internships, courses, and other opportunities for lifelong learning. The following summarizes the involvement of cultural and scientific organizations in education.

- In 2003, approximately 199 or 76% of cultural and scientific organizations had either an on-site or off-site educational outreach program.
- In 2003, cultural and scientific organizations recorded over 2 million visits with school children. By comparison, the K-12 enrollment of metro Denver is 418,259.
- Nearly 1 million people enrolled in educational courses offered by cultural and scientific organizations.
- Organizations' contacts with school children vary from all-day class field trips to demonstrations or performances at school assemblies.

**Economic Impact Study Report**

Organization Name: \_\_\_\_\_

Fiscal Year Ending (mm/dd/yyyy): \_\_\_\_\_

*Please round all figures to the nearest dollar. Please list in-kind contributions in questions 23 and 24.*

**OPERATING INCOME AND EXPENSES**

**Income**

*Contributed*

- Individual/Private 1. \_\_\_\_\_
- Corporations 2. \_\_\_\_\_
- Foundations 3. \_\_\_\_\_
- Federal Government 4. \_\_\_\_\_
- State/Regional Government 5. \_\_\_\_\_
- Local Government 6. \_\_\_\_\_

*Include all SCFD funds received in the previous year.*

- SCFD 7. \_\_\_\_\_
- Endowments 8. \_\_\_\_\_
- Other Contributed Income 9. \_\_\_\_\_

**Total Contributed Income** 10.

**This field must total of lines 1 thru 9.**

*Earned Income*

- Admissions 11. \_\_\_\_\_
- Memberships 12. \_\_\_\_\_
- Tuition (classes/workshops) 13. \_\_\_\_\_
- Investment 14. \_\_\_\_\_
- Retail/Concessions 15. \_\_\_\_\_
- Other Earned Income 16a. \_\_\_\_\_

*Other Earned Income refers to all income*

\_\_\_\_\_ 16b. \_\_\_\_\_

*that does not fit into the categories listed above. Please provide a description.*

\_\_\_\_\_ 16c. \_\_\_\_\_

**Total Earned Income** 17.

**This field must total lines 11 thru 16c.**

**Total Operating Income** 18.

**This field must total line 10 + line 17.**

**Expenses**

- Personnel 19. \_\_\_\_\_
- All Other Expenses 20. \_\_\_\_\_

*This should include Full/Part-Time employee salaries and benefits. Do not include payroll taxes.*

**Total Operating Expenses** 21.

**This field must total lines 19 + line 20.**

**Net Surplus (Deficit)** 22.

**This field must total line 18 minus line 21**

**In-kind Contributions**

*(Estimated dollar value)*

- Goods 23. \_\_\_\_\_
- Services 24. \_\_\_\_\_

**Total In-Kind Contributions** 25.

**This field must total line 23 + line 24**

*In-kind contributions are services or goods for which the organization would normally have paid. See the IRS Form 990 for further definition.*

Organization Name:

**CAPITAL INCOME/EXPENDITURES**

*This section should only be completed by organizations with income/expenditures relating to building renovations, construction and equipment purchases that will be depreciated.*

**Capital Income**

*Contributed*

Individuals	26.	_____
Corporations	27.	_____
Foundations	28.	_____
Other	29	_____

*Government Grants*

Federal	30.	_____
State	31.	_____
Local	32.	_____
SCFD	33.	_____
Endowments	34.	_____

**Total Capital Income** 35.  **This field must total lines 26 thru 34.**

**Capitalized Expenditures**

Structural Improvement	36.	_____
Development & Expansion	37.	_____
Operating Expenses	38.	_____

**Total Capitalized Expenditures** 39.  **This field must total lines 36 thru 38.**

**Net Surplus (Deficit)** 40.  **This field must total line 35 minus line 39.**

**TAX INFORMATION**

What is the total amount of seat/sales tax paid by your organization in the fiscal year listed on page 1? 41. \_\_\_\_\_

What was the total amount of state, federal and occupational privilege (payroll) taxes paid by your organization in the fiscal year listed on page 1? 42. \_\_\_\_\_

**ATTENDANCE**

*Put N/A for responses that do not apply to your organization. Please account for all people attending or participating in programming, performances or exhibits.*

**Paid Attendance**

Total Number of Members/Subscribers (If applicable)	43.	_____
Number of Individual/General/Full Price Admissions	44.	_____
Total Reduced Rate Admissions	45.	_____
Number of Attendees at Fundraising Performances/Exhibits/Benefits	46.	_____
Other Paid Attendance/Admissions (include paid outreach activities to underserved groups)	47.	_____

**Total Paid Attendance/Admissions** **This field should total lines 43 thru 47.** 48.

Total Performances Held 49. \_\_\_\_\_

Total Days Open 50. \_\_\_\_\_

**Organization Name:**

**ATTENDANCE (Continued)**

**Unpaid Attendance/Admissions**

- Complimentary Attendance/Admissions 51 \_\_\_\_\_
- School Tours Attendance/Admissions (*do not include reduced rate admissions*) 52. \_\_\_\_\_
- Volunteer Activity Attendance/Admissions 53. \_\_\_\_\_
- Other Unpaid Attendance/Admissions (include unpaid outreach activities to underserved groups) 54. \_\_\_\_\_
- Total Unpaid Attendees/Admissions** **This field should total lines 51 thru 54.** 55.

**VISITOR INFORMATION**

*All responses should be in **whole numbers** (not percentages)*

- How many Colorado visitors/participants are from outside the metro area? 56. \_\_\_\_\_
- Is this an estimated number? Yes  No
- How many of your visitors/participants are from outside Colorado? 57. \_\_\_\_\_
- Is this an estimated number? Yes  No
- How many of your visitors/participants are from outside of the USA? 58. \_\_\_\_\_
- Is this an estimated number? Yes  No

*Question 58 & 59 for Tier I, II and Regional Tier III Organizations only:* How many of your visitors/participants are from the City and County of Denver? 59. \_\_\_\_\_

How many of your visitors/participants are from the metro area **outside** of the City and County of Denver, in other words, from Adams, Arapahoe, Boulder, Broomfield, Douglas and Jefferson Counties? 60. \_\_\_\_\_

- How many attend programs **specifically** for the seniors? 61. \_\_\_\_\_
- How many school children participate in programming/activities both on and off-site? 62. \_\_\_\_\_
- How many people enrolled in paid courses? 63. \_\_\_\_\_
- How many people enrolled in free courses? 64. \_\_\_\_\_

**PERSONNEL AND VOLUNTEER INFORMATION**

*Note: Technical people can be classified under the discipline represented, i.e. lighting designer works in a theatre, so classify the position as artistic.*

	Board of Directors	Administrative or Executive	Artistic Personnel	Scientific Personnel	Historians	All Other Staff	Total
65. Number of full-time paid positions							
66. Number of part-time paid positions							
67. Number of contracted positions							
68. Number of volunteers							

Total number of hours volunteered 69. \_\_\_\_\_

## What is the SCFD?

In 1988, voters in the Denver metro area created the Scientific & Cultural Facilities District (SCFD) to provide a consistent source of unrestricted funding to scientific and cultural organizations. Since then, the SCFD has funded over 300 organizations via the 0.1% retail sales and use tax (one penny on every \$10). Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson are the seven counties that comprise the district.

The SCFD is a special regional tax district that has physical boundaries contiguous with the Regional Transportation District (RTD). The SCFD uses RTD boundaries because it is an efficient way to collect funds without having to create more infrastructures.

According to the Colorado statute, the SCFD distributes over \$30 million to local organizations on an annual basis. These organizations must *provide for the enlightenment and entertainment of the public through the production, presentation, exhibition, advancement or preservation of art, music, theater, dance, zoology, botany, natural history or cultural history.*

A ten-member board of directors oversees the distributions in accordance with the Colorado Revised Statutes. Seven board members are appointed by county commissioners (in Denver, the Denver City Council) and three members are appointed by the Governor of Colorado.

## The SCFD Mission

In carrying out the will of the voters, the SCFD's mission is twofold. First, the SCFD manages the distribution of funds. This important responsibility encourages collaboration between recipient organizations, and ensures that citizens benefit from a diverse selection of scientific and cultural activities.

Second, the SCFD provides education about the district—and its social and economic benefits—on local, regional and national levels. Often overlooked, the importance of this mission is to ensure the public is informed of the opportunities they have created and to help foster similar initiatives in other cities.

## Colorado Citizens Make it Possible

Our citizens make it possible for science and culture to flourish in Colorado. The SCFD is a concrete example of their vision, generosity, and investment.

## Overview of Benefits

- **\$1.3 BILLION DOLLARS:** As an industry, metro Denver culture generated more than \$1.3 billion in economic impact in 2003. This includes \$655 million in industry spending and \$656 million in event related spending by cultural audiences.
- **JOB:** cultural organizations employed 9,450 people in 2003, making SCFD cultural institutions are the 6th largest non-government employer in the Denver metro area.
- **GENEROSITY:** Cultural organizations offer a wide variety of performances and exhibitions, and also provide free and reduced-price admissions, extending their reach into the community. This means access to science and culture by people of diverse ethnic backgrounds, seniors and elders, people with disabilities, and children at or below the poverty line.
- **EDUCATION:** In 2003, SCFD organizations recorded more than 2 million visits with school children. By comparison, the total K-12 enrollment of metro Denver children is 418,259.
- **USE:** More than 11 million people, twice the population of Colorado, attended Denver metro area cultural activities in 2003. This compares with 7.9 million visiting Front Range ski resorts and 4.6 million attending Denver's professional sporting events.
- **VOLUNTEERISM:** Cultural groups enjoyed the participation of more than 41,000 volunteers in 2003, contributing a total of nearly 2 million hours.

## History

Over the past 15 years, the SCFD has dramatically reshaped the landscape of Colorado communities. In 1982, the Colorado state legislature ended direct financial support for Denver's four regional institutions: the Denver Art Museum, the Denver Botanic Gardens, the Denver Museum of Natural History (as it was named then) and the Denver Zoo. Due to the loss of public funding,

visitors were charged an admission fee for the first time. The City of Denver continued its public support, but surveys revealed that a majority of visitors were residents of the surrounding suburbs and state.

Landmark legislation was enacted to create the SCFD in 1988. More important, rural, suburban, and urban voters came together as partners to support their scientific and cultural organizations by approving the sales and use tax.

Voters reaffirmed their support of the SCFD tax in 1994. The current tax "sunsets" in the year 2006, but the SCFD legislation will go before the voters again in 2004 to extend it.

## **SCFD Supports Culture for All**

SCFD believes culture should be available to all people. Its funding provides opportunities to children and adults with disabilities, seniors, and children at or below the poverty level. SCFD organizations provide educational outreach to school kids on an unparalleled scale. And, "Free Days" are held throughout the year by the well-loved regional institutions: the Denver Art Museum, the Denver Botanic Gardens, the Denver Museum of Nature and Science and the Denver Zoo. These activities ensure culture remains open to all citizens.

The SCFD encourages cultural diversity to thrive through its stable source of funding. Numerous regional and local organizations offer an amazing array of traditional and nontraditional programming. As a result, we enjoy a much richer choice of cultural alternatives.

Learn more about the SCFD at [www.scfid.org](http://www.scfid.org).



**The Colorado Business Committee for the Arts connects the business and arts communities to broaden support for the arts and stimulate economic development.**

With more than 140 member businesses, CBCA:

**Supports** the arts.

- Broadens the base of business support for the arts in Colorado
- Places business leaders on arts boards
- Partners with emerging arts organizations to support organizational and audience development
- Trains business people to be arts advocates and informs them of ways the arts foster community development

Serves as a **resource** for business.

- Studies the economic effect of cultural and scientific organizations on the region
- Informs the business community about arts issues that relate to business, enabling business leaders to understand the complexities and strengths of the cultural community
- Demonstrates ways to use the arts to help stimulate employee creativity and morale, build new business, and enhance corporate image

Provides **benefits** to member companies.

- Recognizes business support of the cultural community, honoring exceptional support through an annual awards luncheon and corporate art exhibition
- Offers programs like employee art exhibits and behind the scenes experiences at cultural events and facilities that stimulate creativity and strengthen employee relations
- Locates volunteer opportunities in the arts community

CBCA was formed in 1984 by leading Colorado businesses. It is one of 11 affiliates of the national Business Committee for the Arts, founded by David Rockefeller in 1967.

# CBCA Member Companies

## Patron Members

Arby's ~ The Bailey Company  
CH2M Hill  
Colorado Data Mail  
Deloitte & Touche  
Delta Dental of Colorado  
Ernst & Young, LLP  
First Data Corporation  
Gourmet Fine Catering  
HealthONE  
Holland & Hart, LLP  
Kaiser Permanente  
KPMG, LLP  
Northrop-Grumman  
OppenheimerFunds, Inc.  
Pinnacle Assurance  
Qwest  
St. Mary Land & Exploration  
Company  
StorageTek  
TIAA-CREF  
US Bank  
Xcel Energy

A.B. Hirschfeld Press  
Aimbridge Lending Group  
AmeriVest Properties, Inc.  
Andavo Travel Services  
The Anschutz Corporation  
Archer Concept Group  
Arnold & Porter  
Art & Anthropology  
Art Management & Planning  
Associates  
Artful Pursuits  
Aurora Chamber of Commerce  
Ball Corporation  
Bennett Wagner & Grody  
Architects  
Benson Mineral Group  
Bill Charney & Associates, Ltd.  
Anya Breitenbach  
Brookfield Properties  
Brown & Tedstrom, Inc.  
Brownstein Hyatt & Farber, PC  
Carolyne Hyde & Associates, Inc.  
CBS 4  
Cherry Creek Mortgage  
Cherry Creek Shopping Center  
Children's Hospital  
Ciruli Associates

Colorado Educational and Cultural  
Facilities Authority  
ColoradoBIZ Magazine  
CommonWealth Partners  
Continuum Partners LLC  
Coors Brewing Company  
Datria  
Davis Audio Visual  
Davis Graham & Stubbs  
Denver Business Journal  
Denver Metro Chamber of  
Commerce  
Denver Metro Convention and  
Visitors Bureau  
The Denver Post/Rocky Mountain  
News  
Denver Water  
Designo  
Dorsey & Whitney, LLP  
Downtown Denver Partnership  
Marjean Drost  
East West Partners - Denver  
EFL Associates  
Exempla Healthcare  
Faegre & Benson  
Fairfield & Woods, PC  
First National Bank of Colorado  
First Western Trust Bank  
Foster, Graham, Huttner &  
Calisher LLP  
Heather Gallien  
Gary-Williams Energy Corp.  
Green Manning & Bunch  
Greenberg Traurig, LLP  
Barbara Groth  
H+L Architecture  
Hand Surgery Associates  
Hanifen Imhoff, Inc.  
Holme Roberts & Owen, LLP  
Hotel Teatro  
Hyper Speed Technology  
International Surface Preparation  
The Integer Group  
Ireland, Stapleton, Pryor, & Pascoe,  
PC  
Janus  
John Madden Company  
JohnstonWells Public Relations  
JPMorgan Private Bank  
Kathy Mackin Fine Arts  
Kentwood City Properties  
King Soopers  
Le Petit Gourmet Catering

Liberty-Greenfield, LLLP  
Erika Lindholm  
Lower Downtown District, Inc.  
Lowry Foundation  
Martin/Martin  
McClain Finlon Advertising, Inc.  
McGrath & Braun Art Consultants  
Mercer Human Resource  
Consulting  
Steve Metcalf  
Meza Construction Company  
Peter Murane  
National Western Stock Show  
Northern Trust Bank of  
Colorado  
PCL Construction Enterprises, Inc.  
Peak Creative Media  
Piano One LLC  
Pinyon Mortgage Corporation  
Tina Poe  
PRACO, Ltd.  
PricewaterhouseCoopers, LLP  
The Publishing House  
Randy Brown ~ Photographer  
RE/MAX International  
Red Canyon Software  
Natalie Rekestad Lynn  
Right Management Consultants  
Rockford Gray  
Rocky Mountain PBS  
Rothgerber Johnson & Lyons  
Schenkein Public Relations  
Sears Barrett Architects  
Cynthia Sedlock  
Semple Brown Design  
Senn Visciano Kirschenbaum, PC  
Sierra Investments  
Katharine Smith-Warren  
Snell & Wilmer  
Betty Speir & Company  
Suter Communications, Inc.  
TeleTech Holdings, LLP  
David Thomson  
Millie Thorstad  
UMB Bank - Colorado  
Watson Wyatt & Co.  
Wells Fargo  
WESTAF  
Wheeler Trigg & Kennedy, PC  
Wiesner Publishing  
Wynkoop Brewing Company  
Zeppelin Development, Inc



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Colorado Data Mail

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Communications Director

Ms. Brittany Norris  
Program & Membership  
Coordinator

## 2004 Economic & Social Activity Survey Respondents

Acoma Center, Inc. - Tier III  
Adams County Historical Society - Tier III  
Aeolian Art & Music Institution - Tier III  
Alliance Francaise de Denver - Tier III  
Arapahoe Philharmonic - Tier III  
Ars Nova Chamber Singers - Tier III  
Art for the Mountain Community - Tier III  
Art Students League of Denver - Tier III  
ArtReach - Tier III  
Arts and Humanities Assembly of Boulder County - Tier III  
Arts Communications - Tier III  
Arts Studio - Tier III  
Arvada Center for the Arts and Humanities - Tier II  
Asian Art Coordinating Council - Tier III  
Audubon Society of Greater Denver Urban Environmental Education Project - Tier III  
Augustana Arts - Tier III  
Aurora Singers - Tier III  
Aurora Symphony Orchestra - Tier III  
Aurora, City of Cultural Arts Division - Tier II  
Ballet Arts Theatre - Tier III  
Ballet Nouveau Colorado - Tier III  
Belliston Ballet - Tier III  
Black American West Museum & Heritage Center - Tier III  
Blue Knights Drum and Bugle Corps - Tier III  
Blue Moon Dance Company - Tier III  
Boulder Art Association - Tier III  
Boulder Asian Pacific Alliance - Tier III  
Boulder Bach Festival - Tier III  
Boulder Chorale - Tier III  
Boulder Conservatory Theatre - Tier III  
Boulder Friends of Jazz - Tier III  
Boulder Historical Society/Boulder Museum of History - Tier III  
Boulder Museum of Contemporary Art - Tier III  
Boulder Philharmonic Orchestra - Tier II  
Boulder Postoley Dance Ensemble - Tier III  
Boulder Potters' Guild - Tier III  
Boulder Youth Symphony Society - Tier III  
Brighton Cultural Arts Commission - Tier III  
Broomfield Civic Orchestra - Tier III  
Broomfield Council on the Arts and Humanities - Tier III  
Broomfield, City of Cultural Affairs Division Community Resources Department - Tier III  
Buffalo Bill Memorial Museum - Tier III  
Bug Performance and Media Art Center - Tier III  
Butterfly Hope - Tier III  
Butterfly Pavilion - Tier II  
Cantabile Singers - Tier III  
Canto Spiritus - Tier III  
Centennial Philharmonic - Tier III  
Central City Opera House Association - Tier II  
Chameleon Stage - Tier III  
Cherry Creek Arts Festival - Tier II  
Cherry Creek Chorale - Tier III  
Chicano Humanities and Arts Council - Tier III  
Children's Museum of Denver - Tier II  
City Park Jazz - Tier III  
Coal Creek Community Theater - Tier III  
Colorado Ballet - Tier II  
Colorado Center for the Book - Tier III  
Colorado Chamber Players - Tier III  
Colorado Chautauqua - Tier II  
Colorado Children's Chorale - Tier III  
Colorado Choir and Chorus Organization - Tier III  
Colorado Chorale - Tier III  
Colorado Clay Project - Tier III  
Colorado Educational Theatre - Tier III  
Colorado Energy Science Center - Tier III  
Colorado Folk Arts Council - Tier III  
Colorado Friends of Cajun/ Zydeco Music and Dance - Tier III  
Colorado Friends of Old Time Music & Dance - Tier III  
Colorado Honor Band Association - Tier III  
Colorado Lawyers for the Arts - Tier III  
Colorado MahlerFest - Tier III  
Colorado Mountain Club - Tier II  
Colorado Photographic Arts Center - Tier III  
Colorado Productions Performing Arts, Inc. - Tier III  
Colorado Railroad Historical Foundation, Inc. - Tier II  
Colorado Symphony Association - Tier II  
Colorado Wildlife Federation - Tier III  
Colorado Wind Ensemble - Tier III  
Colorado Youth Pipe Band - Tier III  
Colorado Youth Symphony Orchestra - Tier III  
Columbine Chorale and Chamber Singers - Tier III  
Commerce City Cultural Council - Tier III  
Conifer's StageDoor Theatre - Tier III  
CORE New Art Space - Tier III  
Creative Expressions Center - Tier III  
Creative Music Works - Tier III

CSA Ballet and Performing Arts Foundation - Tier III  
 Dairy Center for the Arts - Tier III  
 David Taylor Dance Theatre - Tier III  
 DaVinci Quartet - Tier III  
 DEMTA - Tier III  
 Denver Art Museum - Tier I  
 Denver Botanic Gardens - Tier I  
 Denver Brass - Tier III  
 Denver Center for the Performing Arts - Tier II  
 Denver Chapter, American Guild of Organists - Tier III  
 Denver Chinese Culture Center - Tier III  
 Denver Classical Guitar Society - Tier III  
 Denver Concert Band, Inc. - Tier III  
 Denver Film Society - Tier II  
 Denver Firefighters Museum - Tier III  
 Denver March Powwow - Tier III  
 Denver Municipal Band - Tier III  
 Denver Museum of Miniatures, Dolls and Toys - Tier III  
 Denver Museum of Nature and Science - Tier I  
 Denver Turnverein - Tier III  
 Denver Urban Gardens - Tier III  
 Denver Women's Chorus - Tier III  
 Denver Young Artists Orchestra - Tier III  
 Denver Zoological Gardens - Tier I  
 Douglas County Children's Chorus - Tier III  
 Downtown Aurora Visual Arts - Tier III  
 Edge Gallery - Tier III  
 Embracing Horses - Tier III  
 Empire Lyric Players - Tier III  
 Englewood, City of Department of Parks & Recreation/Cultural Arts Division - Tier III  
 Environmental Learning for Kids - Tier III  
 E - Town - Tier III  
 Evergreen Arts Council, Inc. - Tier III  
 Evergreen Chamber Orchestra - Tier III  
 Evergreen Children's Chorale - Tier III  
 Evergreen Chorale - Tier III  
 Evergreen Music Festival - Tier III  
 Evergreen Players - Tier III  
 Fiesta Colorado - Tier III  
 Filipino - American Community of Colorado - Tier III  
 Foothills Art Center - Tier III  
 Foothills Park & Recreation District Cultural Arts Agency - Tier III  
 Four Mile Historic Park Department of Parks and Recreation - Tier III  
 Frequent Flyers Productions - Tier III  
 Friends of Bluff Lake - Tier III  
 Friends of Chamber Music - Tier III  
 Friends of Dinosaur Ridge - Tier III  
 Friends of the Astor House Museum and Clear Creek History Park - Tier III  
 Frontrange Earth Force - Tier III  
 Germinal Stage - Tier III  
 Golden Eagle Brass Band - Tier III  
 Golden Landmarks Association - Tier III  
 Golden Pioneer Museum - Tier III  
 Grand Design - Tier III  
 Greenway Foundation - Tier III  
 Greenwood Village Arts & Humanities Council - Tier III  
 Hannah Kahn Dance Company - Tier III  
 Harmony: A Colorado Chorale - Tier III  
 HawkQuest, Inc. - Tier III  
 Helander Dance Theater - Tier III  
 Heritage Fine Arts Guild of Arapahoe County - Tier III  
 Highlands Ranch Concert Band - Tier III  
 Highlands Ranch Cultural Affairs Association - Tier III  
 Historic Boettcher Mansion - Tier III  
 Historic Boulder - Tier III  
 Historic Denver, Inc. - Tier II  
 Hudson Gardens and Event Center - Tier II  
 Humphrey Memorial Park and Museum - Tier III  
 Imagination Makers Theatre Company - Tier III  
 Interweave Dance Theatre of Boulder - Tier III  
 James P. Beckwourth Mountain Club - Tier III  
 Jefferson Symphony Orchestra - Tier III  
 John Philip Sousa Band of Colorado - Tier III  
 Jumpstart Productions, Inc. - Tier III  
 Kantorei - Tier III  
 Ken - Caryl Ranch Metropolitan District - Tier III  
 Kim Robards Dance - Tier III  
 Lafayette Cultural Arts Commission - Tier III  
 Lafayette Historical Society - Tier III  
 Lakewood Arts Council - Tier III  
 Lakewood Heritage Culture and the Arts - Tier II  
 Lakewood on Parade - Tier III  
 Lakewood Symphony Orchestra - Tier III  
 LIDA Project - Tier III  
 Littleton Center for Cultural Arts Foundation, Inc. - Tier III  
 Littleton Children's Chorale - Tier III  
 Littleton Choral Society - Tier III  
 Littleton Community Music Association - Tier III  
 Littleton Symphony - Tier III  
 Longmont Chorale, Inc. - Tier III  
 Longmont Council for the Arts - Tier III  
 Longmont Jazz Festival Association - Tier III

Longmont Museum - Tier III  
 Longmont Symphony Orchestra - Tier III  
 Longmont Theatre Company - Tier III  
 Louisville Art Association - Tier III  
 Louisville Arts & Humanities Council - Tier III  
 Lower Downtown Denver Arts Association - Tier III  
 Lutheran Chorale - Tier III  
 Lyons Arts & Humanities Council - Tier III  
 Magic Moments - Tier III  
 Main Street Players - Tier III  
 Mercury Ensemble - Tier III  
 Mizel Center for Arts and Culture - Tier II  
 Morrison Natural History Museum - Tier III  
 Morrison Theatre Company - Tier III  
 Mostly Strauss Orchestra - Tier III  
 Mountain Artisans Arts Council - Tier III  
 Moyo Nguvu Cultural Arts Center - Tier III  
 Museo de Las Americas - Tier III  
 Museum of Contemporary Art/ Denver - Tier III  
 Museum of Outdoor Arts - Tier III  
 Neighborhood Cultures of Denver - Tier III  
 New Dance Theatre - Tier II  
 New Voices of Colorado - Tier III  
 North Jeffco Senior Recreation Center - Tier III  
 North Stage Players - Tier III  
 Northglenn Arts and Humanities Foundation - Tier III  
 Northland Chorale - Tier III  
 NOVA Chorale - Tier III  
 Open Studios - Tier III  
 Opera Colorado - Tier II  
 Oracle Winter Guard - Tier III  
 Our Musical Heritage, Inc. - Tier III  
 Paletteers Art Club - Tier III  
 Paragon Theatre - Tier III  
 Parker Area Historical Society - Tier III  
 Parker Cultural Commission - Tier III  
 Peanut Butter Players - Tier III  
 PHAMALy - Tier III  
 Pirate, A Contemporary Art Oasis - Tier III  
 Plains Conservation Center - Tier III  
 Polynesia - Pacifica Foundation of Colorado - Tier III  
 Queen City Jazz Foundation - Tier III  
 Rocky Mountain Arts Association - Tier III  
 Rocky Mountain Bird Observatory - Tier III  
 Rocky Mountain Brass Works - Tier III  
 Rocky Mountain Center for Musical Arts - Tier III  
 Rocky Mountain Children's Choir - Tier III  
 Rocky Mountain Quilt Museum - Tier III  
 Rocky Mountain Ragtime Festival - Tier III  
 Rocky Mountain Storytellers' Conference - Tier III  
 Russian Ballet (The) - Tier III  
 Shadow Mountain Center for the Arts and Humanities - Tier III  
 Shadow Theatre Company - Tier III  
 Skyline Chorus Sweet Adeline's International - Tier III  
 South Suburban Park and Recreation District Cultural Arts Division - Tier III  
 South Suburban Park and Recreation District Nature and Environment Program - Tier III  
 Speaking of Dance - Tier III  
 St. Andrew Society of Colorado - Tier III  
 St. Martin's Chamber Choir - Tier III  
 St. Vrain Historical Society - Tier III  
 Su Teatro - Tier III  
 Summit Jazz Foundation - Tier III  
 Swallow Hill Music Association - Tier III  
 Teatro Latino de Colorado - Tier III  
 Tesoro Foundation - Tier III  
 Theatre Group - Tier III  
 Theatre in the Park - Tier III  
 Thornton Arts, Sciences, and Humanities Council - Tier III  
 Timberline Symphony Orchestra - Tier III  
 Turning the Wheel Productions - Tier III  
 Up Close and Musical - Tier III  
 Upstart Crow - Tier III  
 Very Special Arts Colorado, Inc. - Tier III  
 Ward Cultivating Whole Environments - Tier III  
 Westminster Area Historical Society and Museum - Tier III  
 Westminster Community Artists Series - Tier III  
 Wild Bear Center for Nature Discovery - Tier III  
 Window to the World Museum, Inc. - Tier III  
 WOW! Children's Museum - Tier III  
 Young Audiences - Tier III  
 Young Musicians Opportunity of Colorado - Tier III  
 Younger Generation Players - Tier III