

Final Event Plan for
Masters of Art
Art and Cultural Management for Advocacy and Outreach

Bea Halstead
University of Denver University College
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Faculty: Loni Peterson, MLS, CWIP

Director: Joseph Hutchison, MFA

Dean: Michael J. McGuire, MLS

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Section 1: Event Summary

Event Producer Bio

Bea Halstead (they/them), owner of Artmiamor, is an outreach and advocacy event consultant living in the Denver metro area. They partnered with RiNo District (RiNo) nonprofit organization (NPO) to plan and execute a “pop-up” event aligned with the RiNo mission and support its 2022-2027 strategic plan. The RiNo District mission states, “RiNo champions local artists, creatives, and businesses to support a vibrant, engaged, and inclusive art district” (PAC 2022, 2). “Today, RiNo is comprised of four organizations, the RiNo Art District (the 501(c)(6) nonprofit arm, registered neighborhood organization, and state-certified creative district), the RiNo BID (Business Improvement District), the RiNo GID (General Improvement District), and Keep RiNo Wild (the new 501(c)(3) nonprofit fundraising arm). Together, these organizations fund and support the area through advocacy, infrastructure improvements, artist support, community programming, business support, and events.” (RiNo Art District, 2005)

The inaugural Art RiNo festival in 2022 blended live murals, visual arts, music, performance art, and education. Partnering up again, the Art RiNo staff and Westword Music Showcase will delight the metro Denver area with local, national, and international artists to bring programming that will appeal to everyone (Art RiNo 2022).

Event Profile Analysis and Rationale

Why

RiNo Community Mural (RCM., the Mural) will be the first-ever crowd-sourced event during the annual Art RiNo Festival (Art RiNo 2022). The Mural is open for public participation via pre-sale tickets, fundraising, and volunteering. The concept will be a paint-by-number style project in which local artists will submit mural designs to win a contract for facilitating the live mural. The purpose aligns the audience, location, concept, and timing with the 2022 – 2027 strategic plan. “Five objectives that will drive RiNo’s work over the next several years [include] fostering a healthy, welcoming, and inclusive art district, cultivating creative programming for all, nurturing RiNo’s public realm with art, infrastructure, mobility, and green initiatives, strengthen relationships and communication with RiNo’s stakeholders” (PAC 2022, 5) The event's outcomes are centered on cultural awareness, advocacy, access, and funding for RiNo art education programs (PAC 2022, 5). The Mural aims to unify the RiNo’s stakeholders and program with the neighboring communities to promote diversity, cultural development, and outreach among the local youth, adults, and businesses. Volunteer engagement will be critical for fundraising and event execution to achieve progress toward networking artists with local community members. By partnering with local high school students and educators for fundraising and participation, RiNo will engage local students with art advocacy and encourage visitors to the Art Park.

Who

RMC will be designed for over one thousand local youth, family members, high school educators, RiNo artists, RiNo stakeholders and partners, and Art RiNo Festival visitors. The event is accessible to everyone regardless of artistic ability, socioeconomic status, or physical

limitations. The mural layout and facilities are ADA-compliant, and there is free admission to the festival for observers and volunteers. The participants will learn about creating a mural from the sponsored artist, be encouraged to photograph their contribution, and learn about RiNo's programs from advocacy staff. The Mural will stay on display for the week of the Art RiNo Festival, so they can return to visit the final product and post to social channels. Local media coverage will be invited to document the event's registration and launch, adding to the project's allure. Low-cost tickets and volunteer registrations will be advertised early to gauge interest and ensure accountability for participation. The high schools selected to partner with for fundraising should be less than a mile from the Art Park to promote the use of the facility, programs, and patronage of local businesses. RiNo District has solid partnerships with local companies like *WestWord Magazine* and Paint Denver that will be leveraged for sponsorship and in-kind donations. Each sponsor will be able to include their branding on the website, tickets, and onsite signage and will receive a digital print of the finished mural. Monthly digital communications will be for all RiNo and RMC stakeholders to get project status updates and offer feedback on budget and event planning execution. Artmiamor will assist in writing grant proposals, a fundraising guide for the local youth, and a volunteer training manual highlighting key talking points, roles, and mural details. RMC plans to host around 128 painters and over 60 volunteers over eight hours. The Art RiNo festival visitors to the Art Park during the event are estimated to be in the thousands daily. Previous art festivals hosted in this location had more than 105,000 attendees in 2019, proving that interest in the arts is prevalent in this community (Loop 2019). A vendor relationship with Great Southern Studios will be contracted to create the walls (flats).

What

The Rino Community Mural will be an outdoor exhibit and a publicly created installation in the RiNo Art Park during the RiNo Art festival in 2023. There will be a call for artists to submit designs that can be transferred to three 4'x 3' flats (movable walls with caster wheels used in stage production) and painted by the festival attendees (Gillan 2023). The artist selected will be on-site during the event to direct volunteers to complete the painting according to their grand design and finalize the artwork for outdoor display with a clear varnish. There will be a window of 8 hours during the day where painting supplies will be distributed, and networking will occur. There will be a promotion and pre-registration to participate and windows of time in one-hour allotments. RiNo Community Mural is centered around inclusion, diversity, equity, and accessibility (IDEA) with the principle that art and community are for everyone. The Mural will be easily transferable post-event to bring art into the local schools or be displayed in the locally owned and operated RiNo Studios on Blake (RiNo n.d.). The sustainability of using flats of this size and scale allows for painters of every size to participate without ever leaving the ground. The theme for the mural design is titled "Community Connections for All" and will represent the values of the RiNo District's commitment to inclusion. In a study conducted by Americans for the Arts in 2018, "72% of Americans believe "the arts unify our communities regardless of age, race, and ethnicity" and 73% agree that the arts "helps me understand other cultures better"—a perspective observed across all demographic and economic categories." (Cohen, 2022). RiNo Community Mural will strive to provide an event rich and representative of these ideals that align with their mission.

When

The RiNo Art Festival is scheduled for September 9th, 2023 – September 14th, 2023, and the mural event will occur on September 9th, 2023, from 9 am – 5 pm MST. This is ideal for participants with average daily temps in the mid-70s and the range of hours available.

Participation requires a one-hour commitment and ticket purchase, so they can easily enjoy the other festival activities in and around the Art Park. The Art RiNo festival and Westword Music Showcase are well-known annual events that draw a large crowd of arts patrons to various locations around the city. The competitive landscape includes a music event, Sunnyside Music Festival, a few miles east of the RiNo district (Sunny Side Music n.d.). Utilizing the Art Park and existing Art RiNo promotional channels in combination with the local schools will produce a well-attended accessible event.

Where

The RiNo Art Park address is 1900 35th St, Denver, CO 80216. The mural boards will be on the northeast corner under the covered pavilion, and crowd fencing and volunteers will direct traffic flow. Street and lot parking will be available nearby, and handicap-accessible parking reservations will be available upon request when purchasing tickets or registering to volunteer. There will be ramps for wheelchair access to the boardwalks, ADA-compliant porta toilets, and wide walkways to access the event's registration, mural, and check-out areas.

How

The Art RiNo festival will do most of the heavy lifting in their project planning for permits, insurance, infrastructure (fencing, table, chairs, signs, etc.), security, and staff. This “pop-up”

event will cover messaging, promotion, ticket sales, volunteer and attendee participation, and grants and contracts. There is a concern that fundraising might hinder the ability to qualify for some state-provided grants with a matching amount. However, sponsorship funds could potentially transfer to ensure grants are awarded. In-kind donations for painting supplies, studio and storage space, digital promotions, and legal reviews will be essential for the event. Volunteer shifts will be divided into four available timeslots, with a volunteer leader to fill any open roles and answer questions. The volunteer training meeting will occur one month, then one week before the event, to review the schedule's final roles, responsibilities, and timing. We hope to recruit more RiNo artists into volunteer roles to increase the exposure of their personal artwork and involvement in RiNo programs and studios. RMC will source parents, family members, and students into volunteer and participation roles via fundraising initiatives to connect the two groups. Every participant, volunteer, sponsor, and partner will obtain a high-resolution digital copy of the mural as a thank you and memento. RiNo subscription QR codes will be placed around the venue and presented in digital communications to increase community awareness to opt into the monthly electronic newsletter (eNL).

Section 2: Pitch and Tell Presentation and What's the Hook?

Pitch and Tell Presentation



Figure 1: Halstead, Bea. 2023. Event Pitch N Tell Video.

https://cdnapisec.kultura.com/index.php/extwidget/preview/partner_id/2357732/uiconf_id/41433872/entry_id/1_cf26x0c4/embed/dynamic

Transcript

Hello, RiNo Art District Board of Directors. Before we start, thank you for your time and consideration of this proposal for a partnership during the annual RiNo Art Week Festival (RiNo Art District, 2021). We believe a community mural will align directly with the RiNo Art District's mission and current strategic plans (RiNo Art District, Purpose Aligned Consulting 2022).

The event will bring the local community together to paint a mural in a day. Picture the festival's opening, a live mural being painted in the northeast corner of the RiNo Art Park (RiNo Art District, 2019). The shade tents will shelter movable walls constructed for participants of all ages and abilities can contribute. The laughter of neighbors and children and the broad smiles of volunteers will be the centerpiece for the media covering the festival and showcasing a mural designed by a local artist and facilitated by the RiNo studios and website. The signage at the event will highlight the connection between the arts education, multicultural communities, and artists that RiNo Art District seeks to impact. On the event day, over 60 volunteers in four shifts will support the Community Mural, along with participant tickets for painters during the

8-hour program. We will partner with two local high schools from the surrounding area to generate fundraising and student participation.

We estimated the in-person impact to reach over one thousand high school students, families, and teachers within a one-mile radius of the Art Park. We aim to impact 250+ participants on the day of the event, along with countless bystanders also attending the festival. Our digital impact goal is to collect one-thousand new emails via branded signage onsite, digital promotions, outreach to our participants, and local media coverage. We have set a goal for event ticket and merchandise sales to generate fifteen thousand dollars in funding for art education programs by RiNo.

Your agreed partnership with this initiative ensures the event's success while expanding the RiNo footprint to our shared audiences and stakeholders in the north Denver area (Purpose Aligned Consulting, 2022). Please review the one-pager and sign the partnership contract by February 28th, 2023. Thank you.

What's the Hook, and Who is the Competition?

RiNo Murals, first Friday art walk events, and the area of North Denver have popularity and notoriety in the community and are well-known for their art experiences. In partnership with the Westword Music Showcase, another long-standing event for local and national musicians, the festival will outshine any other local attractions happening that opening day. "When the Showcase moved to the RiNo Art District, we found a perfect fit. In addition to presenting two nights of music in the neighborhood, we are partnering with the district to throw Art RiNo, a week-long festival leading up to the Westword Music Showcase" (Westword 2022). Art RiNo strives to be a diversity-driven event celebrating all forms of art and inclusion.

“Over the past year, we have been focused on providing opportunities for underrepresented artists through our monthly RiNo Mural Program, and while we are thrilled with the results of that program, we heard from both our artist community and our members that there was a strong desire to bring everyone together to highlight the exciting art happening here in Denver,” said Tracy Weil, Co-Founder and Executive Director of RiNo Art District (Westword 2022). In that same area for the previous decade, a highly attended mural festival, *Crush Walls*, would draw over 105,000 attendees sprawling 30 city blocks in the RiNo District in September (Loop 2019). Art RiNo has replaced and grown beyond this previous event with multicultural arts partnerships to expand the festival's offerings.

The competitive landscape for a festival this size is mainly smaller events that occur on the same days. To expand on the earlier mentioned Sunny Side Music Festival (SSMF), this free event will occur during the opening day of the Art RiNo festival and overlap partially with the RCM event starting halfway through the scheduled event time. However, the SSMF event targets different neighborhood residents and is located several miles away in Chaffee Park (SSMF n.d.). A few other singular music events will occur in the downtown area at various times in the evening, but they are only for some ages and require substantial ticketing fees. RCM will promote among the businesses, local schools, and art patrons visiting other RiNo events in the months leading up to the “pop-up” event. The core messaging will highlight the accessibility of the RCM and the fundraising aspects that will contribute to local arts education programs for youth, bringing community connectivity to the event and making it attractive to the local and visiting patrons of the RiNo District.

Section 3: Event Purpose Statement and 5 E's

Primary Purpose

Meet the 2022 – 2027 strategic imperatives for growing the creative culture in the RiNo District. “Support grassroots art events held by third parties through partnerships, calls for proposals, and funding,” Nurture Art Park as a creative hub...welcome public art use”, and “Develop relationships with schools ... to create youth programming” (PAC 2022)

Secondary Purpose

Community connectivity and advocacy for the RiNo District, “Cultivate community connections..., Steward growth..., Foster an inclusive art district” (PAC 2022)

5 E's

The five-event design principles: Elements, Essentials, Environment, Energy, and Emotion (Allen 2009, 9)

The Elements:

- Art RiNo Festival “pop up” event
- Community building art activity
- Partnerships with schools, businesses, patrons of the arts
- Fundraising for youth art programs
- Volunteers and sponsorships

The Essentials:

- Artist and painting supplies to produce artwork for the mural
- Covered venue space for 15' L X 4' H Flats with ground anchors

- Three 8' tables for registration, Two 8' tables for checkout
- Website for volunteer pre-registration and participant ticket sales
- Promotion and follow-up connections
- Weather contingency plan
- Dedicated Photographer
- Indoor studio space and storage facility
- Art transportation
- Post-event social monitoring and staff feedback survey
- Gratitude and acknowledgment for all

The Environment:

- Free Public outdoor space with transient attendees
- The flow of participants through registration check-in and receiving supplies
- The flow of participants returning supplies and checking out
- Shade under the main pavilion in Art Park
- Live music is playing nearby in another part of Art Park
- Family-friendly and inclusive for all ages, incomes, and abilities

The Energy and Emotions:

- Highly creative energy
- Active and engaging
- Feelings of contribution and belonging
- Connections and networking
- Laughter and conversation

- Skill building and concentration

Section 4: Event Strategic Plan and Feasibility

Timeline

| Date / 2023 | Topic | Assigned |
|-------------|--|---|
| February | Sponsorships confirmed, event details and budget finalized | Team Captain |
| March | Call for artist submissions on website, fundraising copy and design to marketing team, grant drafts for approval and submission | Program Admins, Creative Committee |
| April | Artist and venue Contracts – legal review Wall/Flats construction contract, studio space walk-through, paint supplier list | Program Admins |
| May | Marketing plan and design collateral, day of activities plan, event website, pre-registration Form | Creative Committee |
| June | Promotion, signage design, artist selection, call for volunteers - registration, transportation truck contract, Studio space map | Program Admins and Creative Committee, Operations |
| July | Flats construction, delivery, and mural outline painting, painting supplies ordered, volunteers meeting, budget check-in | Operations Liaisons, Program Admins, Treasury |
| August | Day of agenda shared, participant kits assembled, pre-registration confirmations, promotions, swag, reminder emails | Team Captain, Creative Committee, Program Admins |
| September | All hands meeting, volunteer training, production Schedule, event day schedule, post event logistics | All Hands |

Staff

The event staff will include a Team Captain, Bea Halstead, a Program Admin from RiNo Staff, a Creative Committee from an external design agency and RiNo, Operations Liaisons from RiNo staff, Art Park staff, Westword staff, and Artmiamor, Vendors for transportation, RiNo Wild fundraising staff, and a treasurer from RiNo staff. There will be 60+ Volunteers needed, with 15 each in four shifts, each with an assigned leader. The volunteer roles will include four

registration support, with one person organizing supply distribution and two checking tickets and updating names and emails. There will be five volunteers supporting painting, photography, and advocacy. Four check-out volunteers will collect used supplies and distribute RiNo Art stickers. Two volunteers will be stationed at Art Park entrances with signs directing traffic to event registration and answering questions.

Production

The covered pavilion in the northeast corner of Art Park will be set up with crowd fences a few days before the festival's opening day, and security will monitor the park. The structures are intended to provide all-weather accessibility to the mural activities, registration, artist booth, and volunteer station. The mural will be pre-painted on movable flats in 3' long by 4' high locking sections mounted on 1' high rolling casters. The flats will be transported to the venue on the morning of the event by hired movers and a box truck, then sandbags and anchors will be placed to secure them. A donated tarp will cover the design until it is unveiled 30mins before the event begins.

Pre-registration for participants will consist of a photo release document allowing RiNo Art District and affiliates to use the likeness and photographs of participating attendees. An artist contract and compensation will be provided for the design selected via open-call proposals up to 6 months before the event. The event will be measured for how much community outreach is achieved via registered participants and e-newsletter subscriptions matching participant lists. The participation goal is to have at least three painters and, at most, eight painters in each one-hour time slot to ensure the space is large enough to work. There may be opportunities for non-preregistered attendees to walk up to registration and join the

activities during the program's scheduled event times to fill no-show spaces. A minimal \$5-10 ticket price for painting registration is employed to improve participation statistics and fundraising.

Day of

At the start of the day, volunteers will arrive early to post signage with QR codes for eNL signup and set up registration and exit tables under provided tents according to a map. There will be an “all-hands” briefing one hour before registration opens to review operations. RiNo Staff volunteers will take progress photos, answer questions, and hand out Art RiNo stickers to each mural participant. Upon check-in, each participant will be assigned the painting supplies, a creative quadrant to work on, and a bracelet indicating their time slot(s) to make monitoring easier for the event operations staff. Registration for time slots will be available no less than two months before the event. The artist who created the design for the painting will be on site all day, helping with directing the progress, informing operations staff, and meeting the participants. Suppose not enough participants or volunteers pre-register or inclement weather occurs, an email and digital media posts will be issued to notify all of the status and request to keep the donation for future art programs and a follow-up date to reschedule the event.

Post Event

Post-event, all volunteers post shifts will receive a canvas bag with the Art Rino logo, including a sticker and QR code for a feedback survey and a “thank you” note and email to collect feedback. Social media listening will collect posts from various channels during and two weeks after the event to assess participant and audience outcomes and respond to any questions or negative feedback. All sponsors, partners, and staff will receive a “thank you” email and a high-resolution digital print of the mural, including a lock-up of the logos

underneath, and be published on the website. The Team Captain will call each major sponsor, partner, and lead volunteer to conduct an exit interview for qualitative analysis and gratitude. Once the data from all sources has been consolidated, a final report will be shared with all, including the overall achievement stats like participation numbers and fundraising, social sentiments, photos captured, and the next steps for improving and staying in touch.

Event Objectives

- Conduct a “call for artists” to collect potential mural designers and gather an artist review board from RiNo Staff to select the winning design/artist no later than four months before the event.
- Create a public mural with an artist’s design filled by a minimum of 48 participants and a maximum of 128 participants throughout an 8-hour timeframe.
- Increase the e-Newsletter subscriptions for RiNo Art District during or after the event by contacting the mailing list of those who participated and converting at least 20% by post-event activities.

SWOT Analysis

| STRENGTHS + | WEAKNESSES – |
|---|---|
| <ol style="list-style-type: none"> 1. RiNo is known for murals in North Denver 2. Existing RiNo Artist Community 3. Utilize RiNo Studio space (Studios on Blake) 4. Leverage RiNo channels for promotion 5. Unique event aligned with the RiNo strategic plan (PAC 2022) 6. Established festival promotions (PAC 2022) 7. Highlighting RiNo owned venues 8. Leverage existing RiNo partnerships and sponsors 9. Media exposure via Westword 10. Low cost for participation (\$10) 11. Reuse supplies for future projects | <ol style="list-style-type: none"> 1. No baseline data to measure against 2. RiNo partnership delays 3. Lack of artist participation 4. Lack of volunteer participation 5. Lack of painting participation 6. HS fundraising misses goal 7. Grant application approval denied 8. Loss of deposits and refund of ticket sales 9. RiNo storage space / studio space not available (RiNo n.d.) |

| OPPORTUNITIES + | THREATS – |
|--|---|
| <ol style="list-style-type: none"> 1. Funding raised for RiNo art education programs 2. North Denver youth are attracted to art education programs 3. Quickly increase the mural size and participation annually with external sponsorship 4. Partnership with City of Denver for public arts grants (Denver Public Art n.d.) 5. Timelapse content for digital with external media sponsor 6. Showcase RiNo artists and mural at local schools 7. Generate interests new youth program partnerships 8. Media coverage elevates Art Park as a hub for multicultural arts events | <ol style="list-style-type: none"> 1. Extreme weather 2. Day of competing events 3. Repositionable mural walls aren't built sturdily – are damaged in transportation 4. External Festival staff not trained 5. Negative social feedback damages reputation 6. Venue security is lacking and mural is damaged 7. Art RiNo cancels festival 8. Sponsorships funding is late 9. Partnership with local HS meets barriers 10. Art RiNo festival venue plan lacks ADA-accessible features for attendees 11. Vandalism/offensive imagery painted by mural participants |

This event's strengths, weaknesses, opportunities, and threats (SWOT) are used to identify internal and external elements that can impact outcomes. The event's strengths are internally driven topics that RiNo staff and participants can generate. The main strength of the event relies on RiNo's existing reach, partnership, patronage, and promotional channels to create interest and participation.

The event's weaknesses are key areas of concern that internal RiNo staff and event planning team members must review and create a contingency plan to avoid disruptions. When measuring a first-time event without baseline data, there is little to compare the event's success against or know exactly which of the weaknesses will be impactful on the day of the event.

The event's opportunities represent externally influenced outcomes that the event can try to achieve, influence, or measure. The public nature of the venue, the mural, and the festival generate excellent opportunities for exposure and advocacy for the sponsors and partners.

The event's threats are external elements that may or may not be avoided, even with the most thought-out contingency plan. Weather, human nature, and Murphy's Law will factor into these topics. Some topics can be addressed directly with pre-planning, and for some, you can only plan for how to mitigate the best outcome from the situation when it occurs.

Section 5: Market Planning and Media Campaign

Key Target Audiences

- Visual artists and enthusiasts living and working in the north Denver metro area who may be connected to RiNo Art District non-profits

- Students, parents, family members, and high school educators located in a 2mil radius of Art Park and RiNo district neighborhoods
- RiNo Art District stakeholders, sponsors, patrons, and partners
- Previous RiNo Art Week (Art RiNo) and Westword music showcase subscribers and festival attendees
- Colorado state art education program leaders and staff

Marketing Support and Partnerships

RiNo Art District network of stakeholders, Westword Magazines' extensive readership, Art RiNo, and Westword Showcase festival promotions, Local high school educators and students, local businesses and patrons, and surrounding community neighbors. The creative agency oversees various brand guidelines, marketing, and design collateral.

Key Stakeholders – Communication Plan

Communications

- Partners – participant status, production timeline, volunteer counts, ticket sales
- Media – press release, artist interview, sponsorship plugs, digital flyers
- Sponsors / local government officials – media release schedule, marketing materials, event key milestones, thank you email
- Volunteers – key participation meetings, registration, role assignments, training sheet, photo release, thank you email
- Participants – ticket sales, donations guide, registration details, execution plan, exit strategy, photo release, thank you email

- Students and Families – Event participation in fundraising, painting the mural, donor guide, ticket sales, event safety, photo release, thank you email
- Festival attendees – Signage at the event, volunteers answering questions, walk-on participation details via QR code

Marketing Activities Grid

| | |
|---|---|
| <i>Digital / Online Promotion Channels</i> | 1. ArtRiNo and Westword Showcase Festival Website |
| 2. Existing RiNo email addresses | 3. Event App – Event Bright landing page |
| 4. Colorado Non-profit bulletin boards | 5. RiNo District websites (interlinks) |
| 6. Local media outlet blogs | 7. QR Codes (email list, join RiNo, Mural tickets, Donations, FAQs) |
| 8. RiNo Facebook and Instagram posts, Vimeo, and YouTube videos | 9. RiNo District Community Blog |
| | |
| <i>Marketing Communications List</i> | 1. Event Invite / Ticket |
| 2. Flyers, Posters, pre-event digital banners | 3. Signage for Event |

| | |
|--|---|
| 4. Fundraiser booklet link | 5. Donors Guide link |
| 6. Event FAQ link | 7. Press Release online copy |
| 8. Media Interviews email address | 9. Photography from the previous event, community murals, RiNo murals |
| 10. RiNo logo and brand style guide | 11. RiNo murals video |
| 12. Summary for Website, Email, Media, Advertising, Signage, Printed | 13. |

Section 6: Operational Planning and Contingency Plan

Operational Plan

| | |
|-----------------------------------|---|
| Regulations and limitations | City permits for the festival Noise ordinances ADA-compliant porta-toilets Wheelchair accessibility for walkways Five handicap parking spaces in a nearby lot |
| Tax and legal compliance | RiNo 501-c Tax status as an NPO Fundraising documentation Ticket sales revenue reports Photo releases Artist contract / Design license Vendor contracts Limited liability release |
| Infrastructure and Transportation | Shaded area Potable water at the venue Painting area is wheelchair accessible Box truck driver and movers for flats Sandbags/bolts on flats for tie-downs (Gillian 2023) |

| | |
|------------------------------|---|
| | Transportation from RTD bus/train to Art Park Tables and chairs for registration and check-out volunteers Ground cover material for painting spills/clean up |
| Skills, Talent, and Staffing | Artist experienced with collaborative mural design Good volunteer training and leadership Organized execution plan for all Volunteers that can lift 20+ lbs for set up |
| Relationship Management | RiNo stakeholders, Assigned event staff, Media relations, Sponsors, Vendors, and Volunteers, Educators, Students, RCM Participants |

Contingency Plan

1. Bad Weather | Impact level – Yellow | Festival is rain or shine – no weather restrictions, but the Mural depends upon attendees being able to work. Air quality, high winds, and rain will result in one of the options below:

Option 1: Relocate to Studios on Blake, pending space requirements and accommodations.

Option 2: Reschedule the event to the festival's closing day after assessing the participant's availability.

Option 3: Post-pone to the next “First Friday” RiNo art walk.

2. Vandalism on Mural or in Art Park | Impact level – Yellow | Art Park security will need 24hr surveillance, RCM will have crowd fencing to keep festival attendees from getting too close, and volunteers will strictly enforce the painting area to the event location.

3. Participation is too low | Impact level – Red | Participation from students, sponsors, volunteers, artists, and painters must be flush, or the event cannot occur.

4. Participation is too high | Impact level – Green | Convert interested participants into volunteers or collect information to direct them to other similar opportunities.

5. Art RiNo festival is canceled | Impact level – Yellow | The event could still be executed and promoted without the festival, but attendance and exposure will be reduced.

6. Flats are constructed poorly | Impact level – Green | Allow extra time and tools to have a contractor on call to repair damages post transfer.

7. Music performances crowd event | Impact level – Green | Pre-planning and sound checks must be organized to ensure other performances do not impede the RCM experience.

8. Artist participation is lacking | Impact level – Yellow | Leverage artist networks to scout and pitch design opportunities to artists who meet criteria and style requirements

9. Mural painting is not completed | Impact level – Green | Contracted artist will be required to be onsite to monitor progress, assist in painting and finalize anything needed over the next day.

Section 7: Budget Analysis

The original estimated budget showed a lower ratio than the desired profit ratio for the event. The treasury team worked with partners and sponsors to reduce supply costs with in-kind donations resulting in a 136% increase in profitability (Figure 2). By eliminating the use of tent rentals and relocating under an existing covered area of Art Park, and by resourcing donations for the painting supplies, the event reduced expenses by 25% (Halstead 2023, Expenses tab). The RiNo partnership also helped increase sponsorship revenue by going door to door to the residents of Blake 27 and collecting an additional \$1,500. The high school

fundraising exceeded goals by 200%, bringing in an additional \$1,500 and ticket donations, adding another \$300 beyond expected revenues (Halstead 2023, Revenue tab). \$12,767 was raised to support future RiNo youth art programs (Figure 2).



Figure 2. Summary - Halstead, Bea. 2023. "Final Event Budget" Excel Worksheet.

Expense and Revenue details are available with the canvas's final event plan assignment board.

Section 8: Post-Event Analysis and Conclusion

The RiNo Community Mural exceeded expectations for community outreach partnerships with local high school youth, educators, and artists. The data collected showed areas to improve registration and participant instructions. The flats used were transported to

the Studios on Blake, where they were repositioned to partition off artist studio spaces and stored for future use. After sharing the results, it was determined that the impact was significant enough to annualize the event to coincide with the Art RiNo festival. The event allowed seven alternatively abled participants to engage in the project. One student participant interviewed stated, “I have always wanted to paint a mural, but it seemed impossible after my accident – I cannot scale a ladder or scaffold with my leg braces. This event gave me the confidence to try new experiences, and I am thankful that RiNo was thoughtful and included access for all abilities.” The two high schools we partnered with comprised 65% of attendees. We exceeded the goal of increasing the mailing list by adding 85% of the emails collected to ongoing communications. The distributed digital prints were shared over 60 times on social media channels beyond RiNo’s digital footprint. It was noted in the final volunteer interviews that although the wind was a little gusty the day of the event, participants felt that the additional straps and sandbags secured the structure for painting. Paint Denver donated the painting supplies and provided feedback that they would have liked to see both sides of the flats being painted, so a new goal to increase the surface area, and participation has been noted. Staff interviewed suggested ways to collect data on sustainability, such as recycling the water used to wash the paint out of the brushes and filtering it into the surrounding landscaping to collect data on the gallons of water recycled. There is also an opportunity to measure the transportation carbon footprint, as the RTD bus and train transit options were free and widely used on the event day. This event did not originate with a large fundraising goal and was more focused on community outcomes and art advocacy, at wish it had well-exceeded expectations.

Section 9: Support and Collateral Materials

Invitation

<https://www.eventbrite.com/e/rino-community-mural-tickets-532179231407>

Venue Photos



Figure 3. RiNo Art Park Pavilion. Photography by James Florio. Tres Birds. Accessed on March 2nd, 2023. <https://tresbirds.com/RINO-ART-PARK>



Figure 5. RiNo Art Park Pavilion. Photography by James Florio. Tres Birds. Accessed on March 2nd, 2023. <https://tresbirds.com/RINO-ART-PARK>



Figure 6. RiNo Art Park Area Map. n.d. Google Earth. Accessed March 2, 2023.

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